

# MINNEAPOLIS



## OFFICE OF EMERGENCY MANAGEMENT

# INCIDENT COORDINATION HANDBOOK

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## MEMORANDUM

FROM: Barret W.S. Lane, J.D.  
Director, Office of Emergency Management

TO: All Policy, Coordination and Command Personnel  
All City Departments

RE: Promulgation of Standard Operations Guide  
"Minneapolis Incident Coordination Handbook"

DATE: January 11, 2013

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The *Incident Coordination Handbook* outlines the guidelines and structures for multi-agency coordination in support of incident command. It will serve as the basis for planning, organizing, training and equipping the multi-agency coordination system (MACS) and the Emergency Operation Center (EOC). It is intended to be a companion to and consistent with the *Incident Management Handbook* used at the incident command level.

Major incident response and recovery links three institutions with distinct roles and responsibilities. The Policy Group provides strategic guidance and decision-making. The Multi-Agency Coordination System coordinates and supports incident response. Incident Command/Unified Command establishes incident response objectives and directs tactical resources to achieve those objectives. This *Handbook* describes the interface between these three institutions with a focus on multi-agency coordination and the role of the Emergency Operations Center as a facility which supports coordination activities.

The Minneapolis Office of Emergency Management is responsible for operating both the overall MACS and the EOC. The mission of the MACS is:

to support Minneapolis incident response by providing interagency and inter-governmental coordination and executive decision-making.

The MACS carries out this mission through information collection and evaluation, priority setting and resource management consistent with the National Incident Management System (NIMS) and the Incident Command System (ICS).

The Minneapolis Emergency Operations Center (EOC) is a facility that is part of the larger multi-agency coordination system for emergency response. The EOC is a facility that provides a central location for MACS operations. Depending on incident needs, the MACS may be used with or without EOC activation.

While the basic emergency roles and responsibilities are documented in the *Emergency Operations Plan*, this Handbook is designed to provide a standardized, National Incident Management System-compliant operational structure to the Emergency Operations Center and MACS activities leading up to EOC activation.

The Handbook is based, to large extent, the NIMS/ICS structure and organization of a Federal Joint Field Office (JFO). In doing so, the City can be assured of a NIMS compliant program and leverage the reference material and guidance available for JFOs. *Joint Field Office Field Operations Guide* (DHS 2006) *Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedure* (Version 8.3, DHS 2006) and related Appendixes and Annexes have forms and further detail that will be relevant to EOC Coordination Operations.

The use of a familiar ICS structure allows trained personnel to integrate quickly into the MACS environment even if their training and experience has primarily been at the command rather than the coordination level. The EOC should be organized and managed such that the processes and functions, if not the operations and tactics, are immediately comprehensible to someone with the requisite training. This approach allows the EOC to draw on personnel from various agencies, departments and levels of government, both intra- and interstate and immediately allow them to integrate into the EOC operations.

However, since the job titles and functions at the command and coordination levels are similar, there remains some grounds for possible confusion. To reiterate, the MACS/EOC's job is coordination, not command. It is the task of the MACS/EOC Director, with the backing of the Policy Group, to assure that the EOC remains a coordination body and that command resides with the field Incident Commander and his or her Incident Management Team.

The *Incident Coordination Handbook* is promulgated by the authority of the Director of Emergency Management pursuant to Minneapolis Code of Ordinances Title 6, Section 128.220 and applies to all departments, agencies and personnel within the government of the City of Minneapolis.

This Handbook is intended as guidance. The structures cannot be completely inflexible; changes may be needed to be made under the circumstances of an emergency. The MACS/EOC Director is hereby delegated the authority to modify the procedures herein if warranted to protect the health, safety and welfare of staff first responders and the public or otherwise better coordinate to accomplish incident objectives. Such modifications should be made and documented in a process consistent with the Incident Command System.

-- BWSL

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Date	Change	Note
5/29/12	Adopted for TTE, Interim Operations	Adopted for proof of concept training, testing and exercising. Will be used for interim responses.
11/1/12	Complete revision	Adopted for 2013 and beyond.
1/11/13	Final edit/revision	Finalized and adopted.

## CHAPTER 1

### CONCEPT OF OPERATIONS -- COORDINATION

#### References:

- (a) Minneapolis Emergency Operations Plan
- (b) Incident Management Handbook (USCG 2006)
- (c) EOC Management and Operations G-775 (FEMA 2007)
- (d) Multi-Agency Coordination Systems IS-701 (FEMA 2006)
- (e) Minneapolis EOTF Security SOG
- (f) EOC Contingent Staffing Plan
- (g) Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedure (Version 8.3, DHS 2006)
- (h) Joint Field Office Activation and Operations: Interagency Integrated Standard Operating Procedure, Appendixes and Annexes (Version 8.3, DHS 2006)
- (i) Joint Field Office Field Operations Guide (DHS, 2006)
- (j) ICS Forms (FEMA, 2010)
- (k) FEMA Incident Action Planning Guide (FEMA, 2012)

#### Introduction

When the scope, scale or duration of an incident exceeds the capability of a single department, agency, jurisdiction or discipline to effectively manage, multi-agency coordination is required to support on-scene incident command structures. Multi-Agency coordination is accomplished within a multi-agency coordination system (MACS) and is supported by facilities such as an Emergency Operations Center (EOC). This Handbook outlines the personnel and procedures needed to implement the MACS and to guide EOC activation when a specific facility is needed.

#### Multi-Agency Coordination System

A multi-agency coordination system is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting incident management activities.

The primary functions of multi-agency coordination systems are to:

- a. support incident management policies and priorities,
- b. facilitate logistics support and resource tracking,
- c. inform resource allocation decisions using incident management priorities,
- d. coordinate incident related information, and
- e. coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Based on incident needs, the multi-agency coordination system may establish priorities among incidents and associated resource allocations, integrate communications

systems, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

### **Emergency Operations Center**

The EOC is a facility within the overall multi-agency coordination system. An EOC may be activated for a potential or actual incident. The EOC's mission is to

provide a central location where the jurisdiction can provide interagency coordination and executive decision-making in support of the on-scene incident response.

### **Multi-Agency Coordination and Incident Command**

Multi-agency coordination does not supplant on-scene Incident Command/Unified Command (IC/UC), but supports and provides broader coordination of incident-related activities. Execution of tactical operations remains the responsibility of IC/UC.

### **MACS Activation Continuum**

The Office of Emergency Management (OEM) operates as a Multi-Agency Coordination Entity as part of its daily operations. When a specific event, threat, hazard or incident is identified, OEM will coordinate an escalated activation of enterprise resources ranging from threat/hazard monitoring and informational reporting, to activating an MACS Advance Team to standing up a fully staffed EOC operation.

MACS operations do not necessarily require the EOC facility to be activated.

The level of activation is based on event or incident needs, complexity and duration. The intent is to have a scaleable, modulated response capability that is appropriate to event or incident needs. The MEOCD will coordinate with IC/UC and others as required to assess the situation, determine an appropriate activation level and request staff, facilities and resources. As needed, OEM will stand up the EOC and will coordinate core staffing. Other departments will provide staffing to the MACS/EOC based on the nature of the incident.

MACS/EOC Director (MEOCD) or his or her Deputy leads the MACS from activation through operations to stand down and return to service. The MEOCD determines the appropriate level of activation, staffing and facility support throughout the incident.

### **Activation Levels 4 and 3 -- Normal Operations and Situation Monitoring**

The on-call MEOCD may provide situation reports (SITREPs), updates and/or advisories via email or otherwise to appropriate City staff as may be needed while under Activation Level 3 and above.

### **Activation Level 2 -- MACS Advance Team**

The MACS Advance Team provides initial response coordination support and, as needed, facilitates transition to and opening of an EOC. The MACS Advance Team is



intended to be operated virtually, through telephone conference or on-line information sharing systems.

The Advance Team consists of identified Coordination and General Staff (See Chapter 11 MACS Organization Guide). The Team will meet at the call of the on-call MEOCD to assess developing situations and take steps to coordinate the City's response for events not requiring an EOC facility or expanded Coordination and General Staff support. The Advance Team may meet face-to-face meetings or order a gradual expansion of the coordination organization, including activation of the Policy Group and/or EOC facility as needed for event/incident support.

The Advance Team may maintain a basic situation report (SITREP) to develop, implement and document its Incident Coordination Plan (CPLAN) or may use the formal Coordination and Support Cycle described in Chapter 3.

### **Activation Level 1 -- Emergency Operations Center**

If incident needs are served by activating the EOC, the MEOCD will direct that the facility be opened and appropriate staff be dispatched.

### **Policy Group Activation**

If MACS operations have not already been initiated, OEM will advise the Policy Group Coordinator that the EOC has been activated by alerting the on-call City Coordinator Representative. The City Coordinator representative will identify the on-call Chief Elected Official(s) and any appropriate staff required to support the response. OEM will brief the Policy Group (usually by teleconference) on the situation and the projected need for and location of subsequent Policy Group meetings.

### **Planned Events**

The MACS Advance Team and/or EOC may be activated at an appropriate level in support of planned events. In such case, the on-call MEOCD will coordinate with City event planners to identify the appropriate level of coordination and request appropriate staffing. An event CPLAN may be developed to support an Event Action Plan.

## Activation Levels, Scope and Examples

EOC Activation Level	Incident Type (Chapter 9)	Activation Scope	Activation Examples
<b>Level 1</b>  Full EOC Activation	Type 1, 2, 3	Full activation of the EOC. All on-call City departmental representatives and EOC staff report to EOC. See Chapter 11, MACS Organization Guide.	Major disaster -- loss of life due to natural disaster, tornado touchdown in City limits, significant damage to wide area from straight-line winds, major hazmat incident involving evacuations or sheltering.  Planned event.
<b>Level 2</b>  MACS Activation	Type 3, 4, 5	MACS Advance Team activation by conference call or in person.  MACS/EOC director assumes incident command of severe weather event.  See Chapter 11, MACS Organization Guide.	Monitoring impending weather event with likelihood of significant impact to City.  Tornado warning with imminent threat to life and safety in the City of Minneapolis.  No-notice event requires scoping of coordination-level activities, e.g., multiple jurisdictions, establishment of unified command.  Potential need for deployment of regional equipment cache resources managed by the City or operational support to other jurisdictions.  Planned event.
<b>Level 3</b>  Situation Monitoring	N/A	OEM staff monitoring potential situation, threat or hazard development if there is advance notice.	Tornado watch or warning for Hennepin county.  Severe thunderstorm warning.  National Weather Service activates Skywarn Spotters.  Planned event.
<b>Level 4</b>  Normal Ops	N/A	Day-to-day activities in ordinary scope of business.  MACS/EOC not activated. OEM staff present during business hours. OEM EOC Director on call.	Severe thunderstorm watches and/or Hazardous Weather Outlooks where Skywarn activation may be needed will be considered normal operations, but may be elevated to Level 3 if conditions warrant.

## **MACS/EOC General Responsibilities**

The MACS/EOC is responsible for supporting on-scene IC/UC as follows:

- a. Operate a safe, secure EOC facility if needed.
- b. support incident management policies and priorities;
- c. facilitate logistics support and resource tracking;
- d. inform resource allocation decisions using incident management priorities;
- e. coordinate incident related information, and
- f. coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

For additional detail, see Chapters 6 and 7.

## **MACS/Incident Command Interface**

For an effective response, the MACS/EOC and the on-scene Incident Command organization must work together in a cooperative environment. Coordination will take place both at the senior level (i.e., between the IC/UC and the MEOCD) and at the staff levels (e.g., between ICP Planning Section and the MACS/EOC Planning Section, ICP PIO and MACS/EOC PIO, etc.). Based on the incident objectives and Incident Action Plan established by the Unified Command, the MACS/EOC establishes broader objectives and creates a CPLAN.

While developing the broader objectives and CPLAN, the MEOCD and the Policy Group must also consider city-wide and regional strategy. The CPLAN includes objectives established by the MEOCD, synopsis of agency and Incident Command actions, assigned coordination activities, information-sharing procedures, and a safety plan.

For additional detail, see Chapter 8.

To facilitate cooperation, the on-scene IC/UC should provide to the MACS/EOC:

- a. Incident Priorities.
- b. Copy of Incident Action Plan (IAP) per operational period.
- c. Progress updates with identified hindrances.
- d. Critical needs/Critical resource shortfalls (and impact of not receiving required resources).
- e. Political, social, economic, and environmental impacts.

- f. Long term projections.
- g. Contact directory.
- h. Meeting schedules.

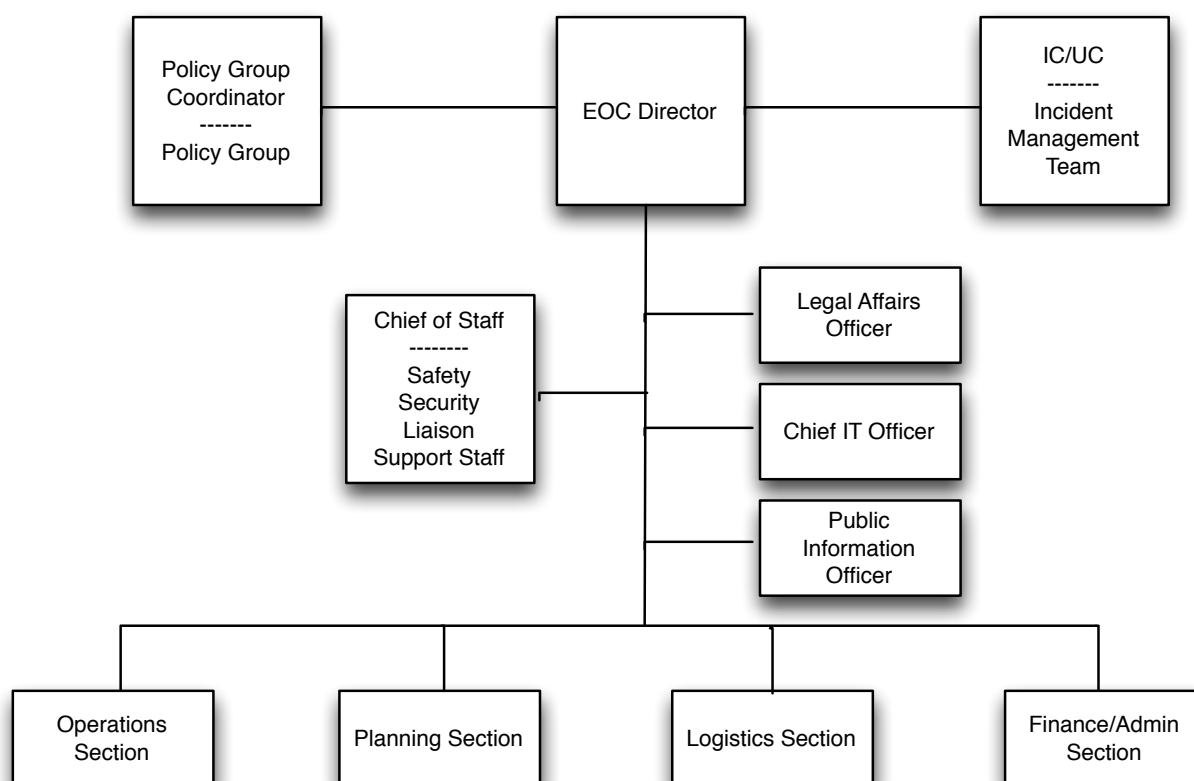
In turn, the MACS/EOC:

- a. Provides requested resources.
- b. Coordinates broader objectives with those established by the IC/UC.
- c. Addresses resource and policy issues raised by the IC/UC.
- d. Synchronizes the MACS planning cycle with IC/UC planning cycle, as appropriate.
- e. Distributes an overall contact directory.
- f. Provides copy of the CPLAN.

## Organization of the MACS Advance Team/Emergency Operation Center

The MEOCD manages a Coordination Staff and General Staff generally organized around an ICS model. The Coordination Staff is so-called to distinguish it from the Command Staff of the Incident Management Team (IMT) which has similar functions.

This organizational structure makes a clear distinction between command and coordination, facilitates the multi-agency staffing, provides a structure and process for coordinating MACS activities, and provides a planning cycle for the development of a coordination plan (CPLAN). The MACS/EOC organization adapts to the magnitude, complexity and nature of the incident. The following diagram is an example of a MACS/EOC organization. This staffing plan will be used by the MACS/EOC as appropriate to incident needs.



## EOC Support Staff

The MACS/EOC support staff is a small intra/interagency team activated and deployed to provide direct support for the MACS/EOC. Using the scalable organizational structure of the NIMS, other elements and staffs may be attached to the MACS/EOC support staff during the initial phases of incident management.

**EOC Joint Information Center**

The Joint Information Center (JIC), established as a component of the EOC, is a physical location where public affairs professionals from organizations involved in incident management activities work together to provide critical emergency information, crisis communications, and public affairs support. The JIC serves as a focal point for the coordination and dissemination of information to the public and media concerning incident prevention, preparedness, response, recovery, and mitigation. The JIC may be established at an on-scene location in coordination with State and local agencies depending on the requirements of the incident. The JIC may be established at, but is in most cases virtually connected to, the EOC and is coordinated by the Public Information Officer. The EOC's JIC works in close coordination with other JICs to integrate into a Joint Information System (JIS) providing consistent, coordinated, and timely information during an incident.

## **CHAPTER 2**

### **COMMON RESPONSIBILITIES**

#### **Personnel Requirements**

Personnel assigned to staff the MACS/EOC must be fully trained in the appropriate incident management doctrine and procedures and be knowledgeable in the operations of the agency they represent. Consistency in personnel is an essential factor in the ability of the MACS/EOC to be able to function properly. Subject matter expertise is lost and the efficiency in work flow is disrupted when MACS/EOC representatives are replaced without proper notification or transition time.

While there is no mandatory length of assignment for staff assigned to the MACS/EOC, departments and agencies should be prepared to designate representatives who can remain members of the MACS/EOC for as long as possible. When a rotation in personnel is required, the Planning Section, Demobilization Unit must be notified of the person's proposed departure and a sufficient transition period with the replacement must be identified to ensure that new personnel understand the operations in the EOC.

#### **Terms of MACS/EOC Deployment**

Coordination and general staff will be under the direction, control and supervision of the MEOCD under the MACS/EOC organizational structure and serve at the discretion of the MEOCD. All Minneapolis Codes of Conduct and Ethics apply to MACS/EOC operations.

All personnel shall maintain and provide MACS/EOC finance and administration adequate records, as may be directed, of their time spent on the incident and shall provide MACS/EOC finance and administration with their external hourly rate for purposes of potential reimbursement and cost tracking. All personnel will be paid by their home department, agency or organization.

Personnel may be demobilized and returned to their home units for any reason or none. Upon request of the staff member or the staff member's normal supervisor, the staff member's MACS/EOC supervisor may provide a ICS Incident Personnel Performance Rating (ICS 225).

#### **EOC Staff Uniform/PPE**

After the initial response shift, EOC Command and General Staff shall wear the duty uniform of their home organization if in uniformed service, standard professional business or business/casual attire. Sturdy, closed-toed shoes are required. Overly casual dress does not reflect the high professional standards expected of EOC staff. All personnel performing work in the field must wear appropriate personal protective equipment.

## Required Preparatory Training

Given the activities and responsibilities assigned to the MACS/EOC, the appropriate personnel must be assigned to support the structure. All personnel assigned to staff the MACS/EOC, including those in leadership positions, must:

- a. Be capable of successfully completing a minimal security background check.
- b. Understand and execute principles of National Response Plan (NRP), National Incident Management System (NIMS), Multi-Agency Coordination Systems (MACS) and the Incident Command System (ICS) through completion of the following Independent Study Courses offered on the FEMA Emergency Management Institute web page:
  - IS-100.b Introduction to the Incident Command System
  - IS-102.b Deployment Basics for FEMA Response Partners
  - IS-200.b ICS for Single Resources and Initial Action Incidents
  - IS-201 Forms Used for the Development of the Incident Action Plan
  - IS-700.a National Incident Management System, An Introduction
  - IS-701.a NIMS Multi-Agency Coordination System Course
  - IS-706 NIMS Interstate Mutual Aid
  - IS-775 EOC Management and Operations
  - IS-800.a National Response Framework, An Introduction
- c. Members are also encouraged to complete ICS-300, ICS-400, and any additional ICS position-specific training as may be appropriate under FEMA and Minnesota HSEM training guidance.
- d. Additional training may be offered with respect to the Policy Group and/or MACS/EOC operations.
- e. Departments or agencies supplying representatives to the MACS/EOC must certify that their personnel have complied with the requisite NIMS and NRP training. Any individual who is assigned to the MACS/EOC and appears to be non-compliant with the NRP and NIMS will be asked to take an immediate refresher course or a trained replacement will be requested by the MEOCD.
- f. EOC personnel must be familiar with the EOC Security Procedures SOP as well as information related to information security.
- g. Individuals assigned to MACS/EOC leadership or staff positions may be required to work long hours under stressful, unfavorable, strenuous and non-sedentary conditions. These conditions may include adverse weather conditions, exposure to the elements, limited food, water supplies and shelter options.

OEM will establish a certification process that will allow agencies to pre-certify individuals to the extent possible, with an additional procedure to allow certifications to



be provided during an incident if needed. For agencies that provide agency-specific training on the NRP and NIMS, OEM will establish required standards for equivalency.

### **Deployment and Reporting to the EOC**

When the EOC is activated, OEM will establish a NIMS ICS-compliant check-in process, including arriving personnel accountability procedures. Arriving members may not depart the EOC until they have completed an ICS-211 check-in form, network access user agreement, and emergency contact information form; have received an EOC badge; and have completed any other centrally located check-in. An orientation typically follows before work in the EOC begins, but may be scheduled at check-in for a later time.

The following is a checklist applicable to all personnel in an ICS organization:

- a. Receive assignment from your agency, including:
  - Job assignment (e.g., designation, position, etc.).
  - Resource order number and request number.
  - Reporting location.
  - Reporting time.
  - Travel instructions.
  - Any special communications instructions (e.g., travel communications, radio talk group, radio frequency).
  - Monitor incident related information from media, internet, etc., if available.
  - Assess personal equipment readiness for specific incident and climate.
  - Review Incident Coordination Handbook.
  - Take advantage of available travel to rest prior to arrival.
  - Upon arrival at the EOC, check in at the designated check-in location.
- b. Receive briefing from immediate supervisor.
- c. Agency representatives from assisting or cooperating agencies report to the Liaison Officer (LNO) at the EOC after check-in.
- d. Acquire work materials.
- e. Participate in EOC meetings and briefings as appropriate.
- f. Ensure compliance with all safety practices and procedures. Report unsafe conditions to the EOC Safety Coordinator.
- g. Supervisors shall maintain accountability for their assigned personnel with regard to exact location(s) and personal safety and welfare at all times, especially when working in or around incident operations.
- h. Organize and brief subordinates.
- i. Know your assigned communication methods and procedures for your area of responsibility and ensure that communication equipment is operating properly.
- j. Use clear text and ICS/NIMS terminology (no codes) in all communications.
- k. Complete forms and reports required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit.
- l. Ensure all equipment is operational prior to each work period.
- m. Report any signs/symptoms of extended incident stress, injury, fatigue or illness for yourself or coworkers to your supervisor.

- n. Brief shift replacement on ongoing operations when relieved at operational periods or rotation out.
- o. Respond to demobilization orders and brief subordinates regarding demobilization.
- p. Prepare personal belongings for demobilization.
- q. Return all assigned equipment to appropriate location.
- r. Complete Demobilization Check-out process before returning to home.
- s. Participate in After-Action activities as directed.

## CHAPTER 3

### COORDINATION PLANNING CYCLE, MEETINGS, BRIEFINGS AND THE COORDINATION PLANNING PROCESS

The MACS/EOC Coordination Cycle incorporates the principal functions of information sharing, resource and operational support, and strategic guidance. The coordination process defines a sequential pattern of meetings, information exchange, planning, logistics, and finance/administration activities generating a Coordination Plan (CPLAN) consistent with the NIMS (see tab 8 to appendix A of the NIMS). The MACS Advance Team may use this cycle as meets incident needs.

#### MACS/EOC PLANNING CYCLE



The EOC coordination process provides:

- Current information accurately describing the incident situation, the situation in the area outside the incident, and the resource status;
- A prediction of the probable course of events;
- Critical Information, Support, and Coordination Objectives, along with strategies to achieve them; and
- An accurate, realistic Coordination Plan (CPLAN) for the next coordination period (roughly analogous to the Incident Operational Period but focused on coordination timeframes).

**INCIDENT/EVENT NOTIFICATION.** The Minneapolis MACS including Minneapolis OEM, Minneapolis Emergency Communication Center and operational departments monitor, collect and review available situational information and initial reports of an incident or potential incident (See Chapter 1, Concept of Operations). The MEOCD is alerted of an actual or potential incident that may result in MACS and EOC activation.

**MACS/EOC ACTIVATION.** Following an incident of sufficient complexity or scope, the MACS/EOC may be activated at the request of IC/UC, the Office of Emergency Management, Dispatch or the Chief Elected Official. Activation levels, scope and examples are outlined in Chapter 1. Suggested staffing levels are outlined in Chapter 11.

**COORDINATION BRIEFING.** The party requesting MACS/EOC activation is responsible for briefing the MEOCD and the MACS/EOC staff to prepare them for providing the requested coordination services. The briefing may follow the Incident Briefing (ICS Form 201).



**MACS/EOC PLANNING CYCLE**



When the MACS/EOC is activated, the first step is to establish the reason for activation, assess incident coordination needs, scope and duration and to establish initial coordination priorities. This will require review of the current IAP (whether verbal or written) to determine incident objectives, incident scope and complexity, the general resources deployed, staged, requested and ordered and the general situation. The MACS/EOC organization should establish and maintain broader situational awareness needed to coordinate at the interagency, intergovernmental and policy levels. Care should be taken to not duplicate the situational awareness and resource tracking being conducted by IC/UC as part of the incident response.

When: Initial activation of MACS/EOC  
Facilitator: MEOCD or PSC if activated  
Attendees: IC/UC or designee, Incident Command and General Staff as needed, MEOCD, EOC Coordination and General Staff as activated, Policy Group Coordinator

### **Coordination Briefing (IAP) Agenda**

1. Current situation.
2. IAP including objectives, progress, resources, facilities, planning tempo and organization.
3. Immediate coordination and support needs, objectives and strategy.
4. Impact on continuing non-response operations.
5. Interagency and inter-jurisdictional issues.
6. Policy issues.
7. Public information issues.
8. Communication between IC/US and MACS/EOC.

**INITIAL STAFF MEETING.** Following the Coordination Briefing, the MEOCD will begin efforts to establish and activate the appropriate coordination and general staff organization if needed beyond the designated Advance Team. Additional personnel will be requested and will check-in by joining a designated teleconference or reporting to a designated location.

### **MACS/EOC PLANNING CYCLE**

Once the initial team is assembled, the MEOCD will facilitate a discussion focusing on what needs to be done immediately to support on-scene IC/UC and to set the planning process for future coordination periods if needed. Meeting work product to be distributed as needed (e.g., to IC/UC, MACS/EOC Staff, Policy Group Coordinator, etc.) and posted in EOC when established.

The Initial C&G Staff meeting is to ensure that MACS/EOC personnel understand the MEOCD's intent and to articulate expectations regarding team interaction, information sharing and team processes for planning, decision-making, coordination and communication.



When: Following coordination briefing  
Facilitator: EOC or PSC if activated  
Attendees: Activated coordination and general staff members, Policy Group Coordinator

## Initial Staff Meeting Agenda

1. Team expectations and leader's intent/opening remarks (EOCD)
2. Issues and concerns based on briefing. (PSC)
2. Integration of departments, agencies and jurisdictions needed to support IAP. (OSC)
3. Transfer of resource ordering and tracking from dispatch to MACS if needed. (OSC)
4. Joint information system issues. (PIO)
5. Policy group formation and communication plan. (PGC)
6. Coordination priorities and strategies (ISC Form 202 distribute and post) (OSC)
7. Coordination planning cycle (Planning P -- distribute and post) (PSC)
8. MACS/EOC organization and staffing (PSC)
9. Coordination meeting schedule (ICS Form 230 -- distribute and post) (PSC)
10. MACS/EOC logistics and facilities needs (LNO)

**COORDINATION OBJECTIVES MEETING.** The MEOCD will set coordination objectives based on incident priorities, coordination activities and status of the incident response. For recurring meetings, all products will be reviewed and updated as needed. Products from this meeting along with decisions and direction will be presented at the Coordination and General Staff Meeting.

When: Before the Coordination and General Staff Meeting  
 Facilitator: EOCD or PSC  
 Attendees: IC or UC representative, MEOCD, Policy Group Coordinator, selected staff as needed.

## MACS/EOC PLANNING CYCLE



## Coordination Objectives Meeting Agenda:

1. Call to order, roll call, agenda, ground rules (PSC)
2. Develop/review or update key decisions (PSC)
3. Develop/review response priorities, limitations or constraints (PGC)
4. Review IAP (IC/UC)
5. Develop/review coordination objectives (EOCD)
6. Develop/review key coordination procedures which may include:
  - a. Managing sensitive information,
  - b. Information sharing and flow,



- c. Resource ordering and tracking,
- d. Cost sharing and accounting,
- e. Operational security issues,
- f. MACS/Command interface issues.
7. Develop/review/update Tasks for Coordination and General staff (ICS-233)
8. Prepare for Coordination and General Staff meeting.

**COORDINATION AND GENERAL STAFF MEETING.** At the Coordination and General Staff meeting, the MEOCD will present a synthesis of the perspective of the Policy Group and IC/UC and provide management direction to the Coordination and General Staff members. This meeting should clarify and help ensure understanding among the core MACS/EOC members on the MEOCD's decisions, objectives, priorities, procedures and functional assignments (tasks). Coordination and General Staff meetings will cover any changes in Coordination direction, review open action and review the status of assigned tasks (ICS-233).

When: Prior to Coordination Action  
Facilitator: PSC  
Attendees: MEOCD, Coordination and General Staff, SITL and DOCL.

#### MACS/EOC PLANNING CYCLE

#### Coordination and General Staff Meeting Agenda:

1. Call to order, roll call, agenda, ground rules (PSC).
2. SITL conducts situation status briefing including local, regional, national.
3. EOOD:
  - a. Provides comments
  - b. Reviews key decisions, priorities, constraints, and limitations (if new or changed)
  - c. Reviews IAP
  - d. Discusses coordination objectives
  - e. Reviews key procedures (if new or changed)
  - f. Assigns or reviews functional tasks/ open actions (ICS-233).
4. OSC briefs on current coordination actions and organization
5. PSC discusses:
  - a. Coordination planning cycle (Planning P -- distribute and post)
  - b. MACS/EOC organization and staffing
  - c. Coordination meeting schedule (ICS Form 230 -- distribute and post)
6. LSC discusses MACS/EOC logistics, communications and facilities needs.
7. FSC discusses finance, cost and purchasing issues.



Coordination Action Meeting	Prepare for Planning Meeting	Planning Meeting
Prepare for Action Meeting		Coordination Plan Prep and Approval
C&G Staff Meeting		Coordination Briefing
Coordination Objectives Meeting	Execute Plan and Assess Progress	New Coordination Period Begins
Initial C&G Staff Meeting		
Coordination Briefing		
MACS/EOC Activation		
Incident/Event		

8. Open discussion to clarify priorities, objectives, assignments, issues, concerns and open actions/tasks. (PSC)
9. EOCD provides closing remarks.

**PREPARING FOR THE ACTION MEETING.** During this phase of the Coordination Planning Cycle, the OSC and PSC begin preparing for the upcoming Action Meeting. They review the MEOCD's coordination objectives and the coordination needs of IC/UC in the context of policy priorities, constraints and limitations. They develop/review/update tasks to be conducted in the MACS/EOC organization to achieve the coordination objectives and develop work assignments for the next coordination period. They review the MACS/EOC interface with the on-scene IC/UC organization and the Policy Group to assure optimum coordination support. The OSC will determine the structure and staffing of the MACS/EOC Operations Section and identify resources needed to accomplish the tasks. Safety analysis is conducted in coordination with the Safety Coordinator if needed.

When: Prior to the Action Meeting  
 Facilitator: PSC oversees process  
 Attendees: None. This is not a meeting, but a period of time.

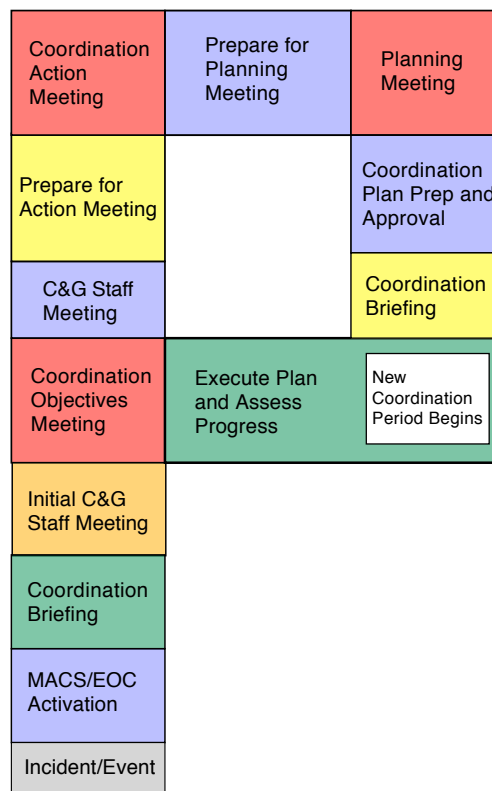
**ACTION MEETING.** This 30-minute meeting solicits staff input needed to support the CPLAN. The OSC will present the proposed Operations Section organization for feedback. The Safety Coordinator will present any safety analysis and recommendations. OSC/PSC will solicit input of attendees in order to refine any draft products for full staff support at the Planning Meeting.

When: Prior to the Planning Meeting  
 Facilitator: PSC  
 Attendees: PSC, OSC, LSC, RESL, SITL, Safety Coordinator, DOCL, COML, THSP (as needed).

#### **Action Meeting Agenda:**

1. Call to order, roll call, agenda, ground rules (PSC).
2. SITL reviews current and projected incident situation as well as overall local, regional and other situation as it may impact coordination action.
3. PSC reviews coordination objectives and ensures accountability for each.

#### **MACS/EOC PLANNING CYCLE**





4. OSC reviews assigned coordination tactics and tasks, resources and organization.
5. Safety Coordinator reviews safety issues and plan.
6. LSC discusses any logistics issues.
7. PSC discusses MACS/EOC interface issues with on-scene IC/UC organization and/or Policy Group.
8. PSC makes sure action items support coordination objectives.

**PREPARING FOR THE PLANNING MEETING.** The coordination and general staff prepare for the upcoming Planning Meeting. The PSC assures that the material, information, resources, etc. to be used or discussed in the Planning Meeting are prepared and ready for presentation during the meeting.

When: Prior to the Planning Meeting  
 Facilitator: PSC oversees process  
 Attendees: None. This is not a meeting, but a period of time.

**PLANNING MEETING:** This meeting provides an overview of the CPLAN to achieve the MEOCD's current direction, priorities and objectives. The OSC will present the proposed plan to the Coordination and General Staff for review and comment. The OSC will discuss strategy and actions that he or she considered and chose to best meet the direction, priorities and objectives for the next coordination period. The OSC will briefly discuss work assignments within the MACS/EOC organization and the resources and support required to implement the proposed plan. The meeting provides the opportunity for staff to discuss and resolve any issues and concerns prior to assembling the CPLAN. After review and updates are made, planning meeting attendees commit to support the plan.

When: After the Action Meeting  
 Facilitator: PSC  
 Attendees: EOCD, Coordination Staff, General Staff, SITL and DOCL, THSP as required.

**MACS/EOC PLANNING CYCLE**



### **Planning Meeting Agenda:**

1. Call to order, roll call, agenda, ground rules (PSC).
2. EOCD provides opening remarks.
3. SITL provides briefing on current situation including local, regional and national considerations, as may apply.
4. PSC reviews Policy Group priorities, limitations and constraints (if any) and IAP.
5. PSC reviews coordination objectives and decisions.
6. OSC provides briefing on current MACS/EOC actions followed by an overview of the actions and work assignments included in the proposed plan, resource commitment, contingencies, Operations Section organizational structure and needed support.
7. Safety Coordinator reviews any safety issues and plans.
8. PSC reviews proposed plan to ensure that coordination priorities and objectives are met.
9. PSC reviews and validates responsibility for any open actions/tasks (ICS-233) and management objectives.
10. PSC conducts round robin of Command and General Staff members to solicit their final input and commitment to the proposed plan:
  - a. LSC covers transport, communications and supply updates and issues.
  - b. FSC covers fiscal issues.
  - c. SOFR covers safety issues.
  - d. PIO covers public affairs and public information issues.
  - e. LNO covers interagency issues.
  - f. Legal Officer covers legal issues.
  - g. INTO covers intelligence issues.
11. PSC requests MEOCD's tacit approval of the plan as presented. MEOCD may provide final comments.
12. PSC issues assignments to appropriate staff members for developing CPLAN support documentation along with deadlines.

**COORDINATION PLAN PREPARATION AND APPROVAL.** Attendees immediately prepare their assignments for the CPLAN to meet the EOC Planning Section Chief deadline for assembling the CPLAN components. The deadline will be early enough to permit timely EOC Director approval and duplication of sufficient copies for the Coordination Briefing and distribution to the broader team.

**When:** Immediately following the Planning Meeting, the EOC PSC assigns the deadline.

**Facilitator:** PSC

**Attendees:** None. This is not a meeting, but a period of time.

### Common Plan Components and Primary Responsibility

Component	Form	Responsible Person
Coordination Objectives	ICS Form 202 or equivalent	EOC Resources Unit
Organization List/Chart	ICS Forms 203/207 or equivalent	EOC Resources Unit
Assignment List	ICS Form 204 or equivalent	EOC Operations Section
Information-Sharing Procedures	ICS Form 213 or equivalent	EOC Situation Unit
Incident Map	ICS Protocol	EOC Situation Unit
Safety Plan	ICS Form 208 or equivalent	EOC Safety Coordinator
Security Plan	ICS Form 213 or equivalent	EOC Security Officer
Traffic and Parking Plan	ICS Form 213 or equivalent	EOC Ground Support Unit
Situation Report (SITREP)	ICS Form 209 or equivalent	EOC Situation Unit
Communications Plan	ICS Form 205, 205A or equivalent	EOC Communications Unit

**COORDINATION BRIEFING.** This short meeting presents the CPLAN to the oncoming shift of the EOC organization. After this meeting, off going supervisors should be interviewed by their relief and by the EOC Operations Section Chief in order to further confirm or adjust the course of the oncoming shift's CPLAN. Branch/Group supervisors may initiate shifts in strategy regarding matters that fall within their respective purviews. Similarly, a supervisor may reallocate resources within that division to adapt to changing conditions.

**When:** At EOC shift change

**Facilitator:** EOC PSC

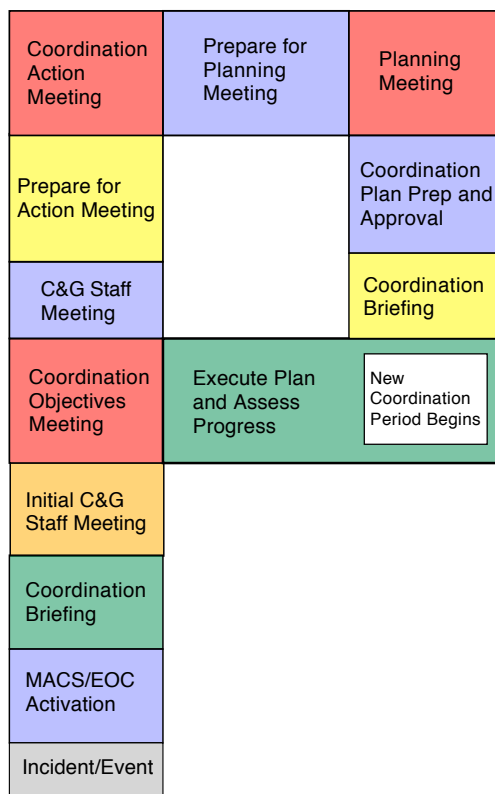
**Attendees:** EOCD, Coordination Staff, Branch Directors, Group Supervisors, Unit Leaders, others as appropriate.

### Agenda Items and Primary Responsibility

1. EOC Director identifies current MACS/EOC activation level, opens meeting and turns over to PSC.
2. PSC covers ground rules, agenda and takes roll call of personnel required to attend.
3. PSC reviews Coordination Objectives and any changes to the CPLAN (e.g., pen and ink changes).

## MACS/EOC PLANNING CYCLE

4. EOC Director provides executive remarks including issues and directives from Policy Group.
5. SITL Conducts Situation Briefing including current Incident Action Plan from on-scene IC/UC and current MACS/EOC situation report.
6. OSC discusses current coordination objectives, actions, missions, (completed and ongoing).
7. OSC facilitates status reports from Branch Directors, Group Supervisors.
8. OSC briefs Branch Directors on planned coordination actions and issues for operational period including status reports to SITL and RESL.
9. LSC covers EOC/MACS logistics issues including communications, supply and facilities issues.
10. FSC covers financial issues.
11. PSC facilitates Coordination Staff updates (SOFR, PIO, LNO, INTO, Security, Legal).



**ASSESS PROGRESS.** Following the coordination brief, all Section Chiefs will review coordination and support strategy progress and make recommendations to the EOC Director in preparation for the next EOC Objective Meeting for the next coordination period. This feedback/information is gathered from various sources, including field observers, responder debriefs, stakeholders, etc.

**SPECIAL PURPOSE MEETINGS.** The Special Purpose Meetings are most applicable to larger coordination and support efforts requiring a robust Coordination and Support Cycle, but may be useful during Initial Coordination, Support, and Assessment.

### EOC Coordination Staff Meeting

This meeting coordinates EOC Coordination Staff functions, responsibilities, and objectives. It is held before the Strategy Meeting, and EOC Coordination Staff (EOC Director, Chief of Staff, External Affairs, Office of the Inspector General, Defense Coordinating Officer, EOC Section Chiefs, EOC Legal Affairs Officer, and EOC External Affairs Officer) attend.

### Coordination and Section Staff Meeting

This meeting provides an opportunity for the EOC Coordination and Section staffs (i.e., the Section Chiefs) to gather under informal conditions (breakfast/dinner) to discuss developing issues.

### **Business Management Meeting**

This short meeting develops and updates the strategic plan for EOC-internal finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees include: EOC Finance/Administration Section Chief, EOC Cost Unit Leader, EOC Logistics Section Chief, EOC Situation Unit Leader, and EOC Documentation Unit Leader.

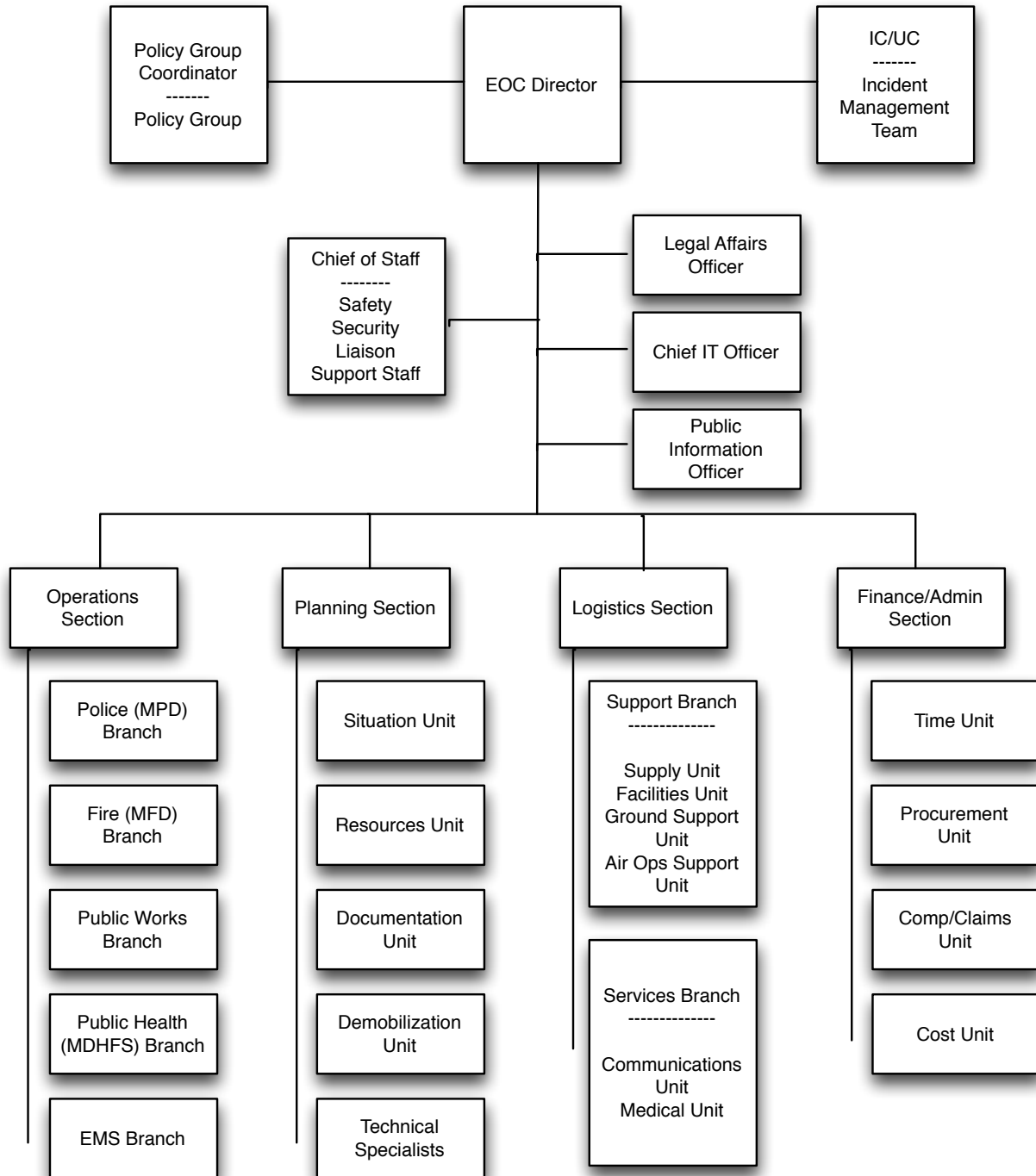
### **News Briefing**

This meeting briefs media and the public on the most current facts. It is set up by the External Affairs Officer, moderated by a MACS/EOC Director spokesperson (usually the External Affairs Officer), and features selected spokespersons. This briefing must be held away from the EOC. Spokespersons should be prepared by the External Affairs Officer to address anticipated issues. The briefing should be well planned, organized, and scheduled to meet the media's needs.

# CHAPTER 4

## COORDINATION STAFF

### ORGANIZATION CHART



### **MACS/EOC Coordination Staff**

The MACS/EOC Director determines the composition of the MACS/EOC Coordination Staff based on the nature, scope, magnitude, and complexity of the incident. Personnel are assigned to Coordination Staff functions on a best-qualified basis, and may be drawn from city or non-city forces as appropriate.

### **POSITION CHECKLISTS**

**Policy Group Coordinator (PGC)** -- The Policy Group Coordinator is the City Coordinator or his or her delegate.

The Policy Group is comprised of the chief elected official, or designee, and his or her immediate staff. The Policy Group focuses on the overall strategy for the response (beyond the strategy developed by the IC/UC as part of the incident action planning process), overall response priorities and policy setting. The Policy Group takes policy-level actions in support of incident response such as declaring a local emergency or requesting emergency declarations from County, State or Federal authorities through proper procedures. Decisions made by the Policy Group are implemented by the EOC General Staff.

The major duties of the Policy Group Coordinator are:

- a. Review Common Responsibilities.
- b. Maintain contact information for elected officials and staff.
- c. Convene Policy Group when the EOC is activated.
- d. Coordinate Policy Group teleconferences, meetings, briefings and other activities, keep Policy Group advised on incident status.
- e. Coordinate with the EOC Director to support IC/UC with policy decisions and overall strategy development.
- f. Coordinate with Chief Elected Official(s), Legal Officer and EOC Director in the local disaster declaration process.
- g. Coordinate with Chief Elected Official(s), Legal Officer and EOC Director in requesting declarations from higher levels of government.
- h. Coordinate with Chief Elected Official(s), PIO and EOC Director in public message development and support.
- i. Brief City elected officials not directly involved with the Policy Group on incident status.
- j. Review PGC Job Aid.
- k. Maintain Unit Log (ICS 214).

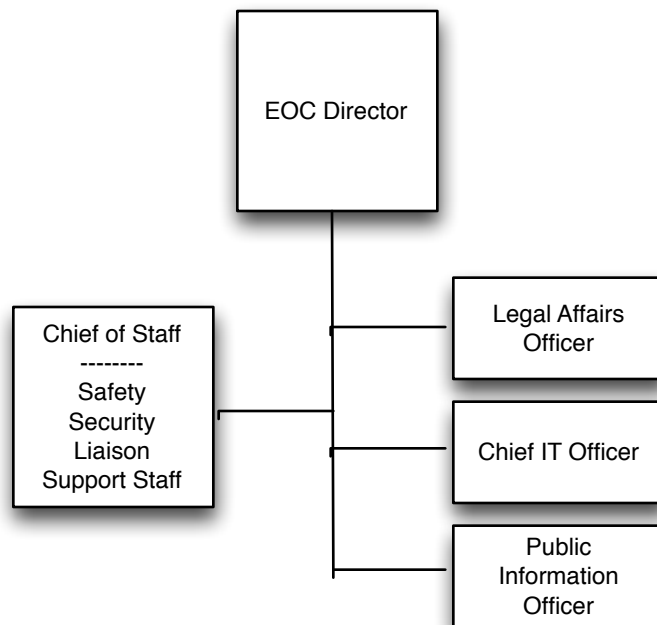
**MACS/EOC Director (MEOCD)** -- The MEOCD's responsibility is the overall coordination of activities in support of on-scene IC/UC. The MEOCD may have Deputy MEOCDs which must have the same qualifications as the person for whom they work, as they must be ready to take over the position at any time. When span of control becomes an issue for the MEOCD, a Deputy MEOCD/Chief of Staff may be assigned to manage the Coordination Staff.

The major responsibilities of the MEOCD are:

- a. Review Common Responsibilities.
- b. Obtain a briefing from the prior MEOCD.
- c. Determine Coordination Objectives and general direction for coordinating support for the on-scene IC/UC.
- d. Coordinate directly with the Policy Group Coordinator and the Policy Group
- e. Coordinate directly with the Unified Command/Area Command.
- f. Facilitate coordination at the senior level and at the staff levels.
- g. Establish coordination priorities and objectives based on IAP and Policy Group input and create an Incident CPLAN which includes objectives established by the EOC Policy Group, synopsis of agency and Incident Command actions, assigned coordination activities, information-sharing procedures, and a safety plan.
- h. Activate and staff the EOC.
- i. Brief Coordination Staff and Section Chiefs.
- j. Establish an appropriate organization.
- k. Ensure coordination meetings are scheduled as required.
- l. Approve and authorize the implementation of an Incident CPLAN.
- m. Ensure that adequate safety and security measures are in place.
- n. Coordinate activity for all Coordination and General Staff.
- o. Coordinate with key people and officials.
- p. Approve requests for additional resources or for the release of resources.
- q. Keep PGC informed of incident status.
- r. Approve the use of trainees, volunteers, and auxiliary personnel.
- s. Authorize release of EOC-level information to the news media.
- t. Ensure Incident Status Summary (ICS 209) is received from IC/UC and forward to PGC and appropriate other authority.
- u. Order the demobilization of the EOC when appropriate.
- v. Maintain Unit Log (ICS 214).



## EOC/MEOCD Support Staff



### Chief of Staff and Support Staff

The Coordination Staff may include a Chief of Staff and representatives providing specialized assistance in the following areas: liaison, safety, security, legal counsel and security.

**Chief of Staff** -- The Chief of Staff assists the MEOCD and Deputy MEOCD, as required, in the execution of their responsibilities:

- a. Provides guidance to the EOC support staff and resolves issues involving priorities or use of internal resources;
- b. Coordinates EOC support staff movements;
- c. Coordinates briefings, visits, and tours by elected officials, high-level government officials, and dignitaries;
- d. Coordinates logistical and security support for the MEOCD and EOC support staff;
- e. Oversees tracking of the financial resource requirements of the incident response effort.

**Cell Operations Officer** -- the Cell Operations Officer supports the MEOCD, Deputy MEOCD, and Chief of Staff in the execution of their responsibilities;

- a. Facilitates initial briefing of team members upon activation of the EOC support staff;

- b. Assists the MEOCD/Deputy MEOCD and Chief of Staff with planning, coordination, and/or liaison tasks, as assigned;
- c. Supervises the daily development and distribution of Situation Reports and other reporting requirements by assigned EOC personnel;
- d. Provides the MEOCD overarching observations related to enhancing facilitation of interagency prevention, protection, preparedness, and response coordination; and
- e. Captures items/issues and develops the After Action Report (AAR).

**Administrative Assistant (ADM)** -- Staff representatives from selected departments will serve as recorders for the MEOCD; specific requirements will vary depending on the nature of the incident. These recorders represent the Planning Section and facilitate the collection, evaluation, and dissemination of information about the incident and use of resources. The completeness and accuracy of records may be critical to documenting the need for State and/or Federal assistance and also may be critical should an event occur that results in future litigation. Additional responsibilities include the following:

- a. Assists the MEOCD and FSC in tracking the financial resource requirements of the incident response effort;
- b. Serves as the primary collector for after-action issues; and
- c. Ensures that the EOC Situation Unit receives timely and accurate information for the preparation of Situation Reports as required.

**Communications/Information Technology Support Officer (CITO)** -- The Chief Information Officer's (CIO's) liaison serves as the primary IT consultant to the MEOCD and is responsible for establishing all necessary linkage through technology required by the MEOCD to best facilitate the response effort and enable the MEOCD to maintain optimal situational awareness. Additional responsibilities include the following:

- a. Act as or assigns a liaison to City IT;
- b. Advise and consults with the EOC staff to best use information technology to accomplish organizational objectives;
- d. Integrates the EOC support staff into the City EOTF network or virtual private network;
- e. Assists in the preparation of Situation Reports as required;
- f. Ensures the appropriate technology is in place to distribute Situation Reports in a timely manner;
- g. Establishes and maintains video conferencing capability in support of the MEOCD support staff; and
- h. Provides and maintains cryptographic and communications security as well as classified documents handling if and as needed.

**Common Operating Picture Technician (COPT)** -- The Common Operating Picture Technician assists the EOC support staff in establishing and maintaining common operating picture connectivity. This includes, but is not limited to, coordinating use and implementation of any situational awareness software or service.

**Public Information Officer (PIO)** -- The PIO is responsible for coordinating with the on-scene PIO, through the Joint Information System (JIS), developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations.

Only one primary PIO will be assigned for each incident, including incidents operating under UC and multi-jurisdiction incidents. Therefore, the PIO at the EOC must work with MEOCD and IC/UC to clarify roles and responsibilities which will be documented in the Incident CPLAN.

The PIO may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. The functions and major responsibilities for this position at the EOC level are essentially the same as in the USCG Incident Management Handbook, Chapter 6.

**Liaison Officer (LNO)** -- Incidents that are multi-jurisdictional or have several agencies involved may require the establishment of the LNO position on the Coordination Staff. Only one primary LNO will be assigned for each incident, including incidents operating under UC and multi-jurisdiction incidents. Therefore, the LNO at the EOC must work with MEOCD and IC/UC to clarify roles and responsibilities which will be documented in the Incident CPLAN.

The functions and major responsibilities for this position at the EOC level are essentially the same as in the USCG *Incident Management Handbook*, Chapter 6.

**Agency Representative (AREP)** -- In many multi-jurisdiction incidents, an agency or jurisdiction may send an AREP who is not on direct tactical assignment, but is there to assist in coordination efforts.

The functions and major responsibilities for this position at the EOC level are essentially the same as in the USCG *Incident Management Handbook*, Chapter 6.

**Legal Affairs Officer** -- The Legal Affairs Officer serves as the primary legal advisor to the MEOCD and may also work with EOC Section Chiefs to support programmatic, logistical, and personnel matters as required.

**EOC Security Officer** -- The EOC Security Officer is responsible for safeguarding EOC personnel and EOC facility security and may be responsible for security issues regarding personnel assigned to other City sites. When these duties are not assigned elsewhere, the Security Officer also is responsible for information security and operational security, ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information) is handled in a way that not only safeguards the information but also ensures that those who need access to it can effectively and safely conduct their missions. Depending on the specific needs of an EOC or the incident for which the EOC

is activated, the EOC Security Officer may determine it is necessary to assign one or more Deputy Security Officers and delegate various security responsibilities.

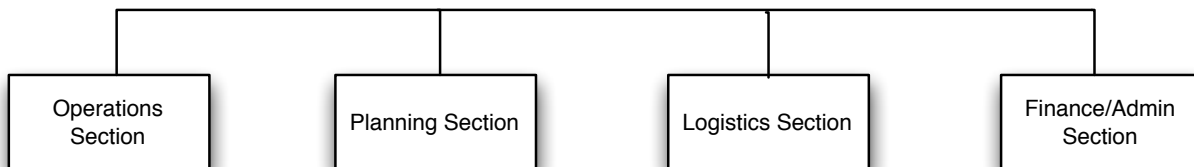
**Safety Coordinator (SOCR)** -- Safety Coordinator is responsible for all issues related to occupational safety and health for personnel at the EOC and other City facilities. The SOCR will serve as the primary advisor to the EOC Director for all occupational safety and health-related matters for personnel in the EOC facility and related, designated City-managed facilities.

## CHAPTER 5

### MACS/EOC GENERAL STAFF

#### EOC Sections

The EOC typically is organized into four sections: Operations, Planning, Logistics and Finance/Administration. In accordance with the NIMS, the MEOCD may add a fifth section for Intelligence. Alternately, the MEOCD may include the Intelligence element as a position in the Coordination Staff, a unit within the Planning Section or a branch within the Operations Section. The MEOCD determines the placement of the intelligence function based on the role intelligence plays in the incident and/or the volume of classified or highly sensitive information.



#### Operations Section

The Operations Section coordinates support of on-scene incident management efforts, program implementation and activities required to address broader impacts beyond the immediate incident site.

The **Operations Section Chief (OSC)** is designated by the MEOCD based on the agency with greatest jurisdictional involvement and statutory authority for the current incident priorities. The agency providing the Operations Section Chief may change over time as incident priorities change. However, consideration will be given to balancing changes in leadership with continuity of command/management. The Section Chief may also have a deputy. See Chapters 6 and 7 for mission and concept of operations for the Operations Section.

**Branch Directors** may be added or deleted as required, depending on the nature of the incident. Branches are organized by City Department, as needed for the response (e.g., Fire Branch, Police Branch, Public Works Branch, Health and Family Support Branch, Regulatory Services Branch, etc.) or by function (e.g., Damage Assessment Branch, Sheltering and Mass Care Branch, Utility Restoration Branch, etc.). Branches may also be established to perform wide area operations as requested by IC/UC.

#### Planning Section

The Planning Section's function includes the collection, evaluation, dissemination, and use of information regarding the incident and the status of City resources. Under the direction of the **Planning Section Chief (PSC)**, the Planning Section is responsible for developing the CPLAN; preparing and documenting City support actions; and

developing strategic, contingency, long-term, and other plans related to the threat or incident, as needed.

The Planning Section provides current information to the MEOCD and Policy Group to ensure situational awareness, determine cascading effects, identify city-wide, regional and wider implications, and determine specific areas of interest requiring long-term attention. The Planning Section also provides technical and scientific expertise related to overall incident management activities. The Planning Section is composed of the following units: Situation, Resource, Documentation, Technical Specialists, and Demobilization. (Technical specialists may also be assigned to other EOC Sections, Branches, and Units as needed.)

### **Logistics Section**

This section coordinates logistics support that includes management and accountability for City supplies and equipment; resource ordering; delivery of equipment, supplies, and services to the EOC and other field locations; facility location, setup, space management, building services, and general facility operations; transportation coordination and fleet management services; information and technology systems services; administrative services such as mail management and reproduction; and customer assistance.

The Logistics Section meets all resource requirements established by Operations and support needs for the EOC, including ordering resources through appropriate procurement authorities. It provides facilities, transportation, supplies, equipment maintenance and fueling, communications, and medical services for the EOC and (upon request for support) to incident personnel. The Logistics Section is led by a **Logistics Section Chief (LSC)** and one or more deputies depending on the size of the section and scope of the operation supported.

The Logistics Section is divided into the Support and Services Branches. In accordance with the NIMS, when needed, separate functional elements/branches can be established, each of which may be further subdivided to enhance internal organizational management and external coordination and maintain a manageable span of control.

**Services Branch.** The Services Branch is responsible for management of all service activities needed to support the operation of the EOC and its satellite operations, staging areas, a logistics base, and related, designated facilities. The Services Branch includes the Communications and Medical Units.

**Communications Unit.** The Communications Unit's major responsibility is effective communications (not public information) planning for the MEOCD and Policy Group. This is critical for supporting the IC/UC requests (if any) for required radio nets and interagency frequency assignments, and ensuring the interoperability and optimal use of all assigned communications capabilities. The EOC Communications Unit Leader should attend all Coordination Strategy Meetings to ensure that the communication

systems available to the MEOCD can support coordination and support strategies planned for the next coordination period. In addition, the Communications Unit:

- a. develops an EOC communications plan to make the most effective use of the communications equipment and facilities assigned to the MEOCD,
- b. installs and tests all communications equipment,
- c. supervises and operates the EOC communications center,
- d. distributes and recovers communications equipment assigned to EOC personnel, and
- e. maintains and repairs communications equipment on site.

**Medical Unit** -- The Medical Unit coordinates all medical activities for workers assigned to the EOC. This includes:

- a. developing the EOC Medical Plan (for EOC personnel);
- b. supporting Incident Command structures, when requested, in developing their Incident Medical Plans;
- c. developing procedures for handling any major medical emergency involving EOC personnel;
- d. providing continuity of medical care, including vaccinations, vector control, and coordinating for acquisition and mental health services for EOC personnel;
- e. providing transportation for injured EOC personnel;
- f. ensuring that EOC personnel patients are tracked as they move from origin to care facility to final disposition;
- g. assisting in processing all paperwork related to injuries or deaths of incident assigned personnel, and coordinating personnel and mortuary affairs for EOC personnel fatalities.

**Support Branch.** The Support Branch ensures that resource requirements are met, coordinated and moved among the various City response organizations, other partners, departments and logistics operations in the incident area. The Support Branch serves as the liaison with the Planning and Operations Sections to ensure tracking and accountability data on critical resources in support of the CPLAN. The Supply, Facilities, Ground Support, and Air Operations Support Units make up the Support Branch.

**Supply Unit.** The Supply Unit orders, receives, stores, and processes all resources, personnel, and supplies. Once established, the Supply Unit also has the basic responsibility for all ordering. The Supply Unit provides the support required to receive, process, store, and distribute all supply orders.

**Facilities Unit.** The Facilities Unit sets up, maintains, and demobilizes all facilities used in support of the MEOCD and Policy Group. The Unit provides facility maintenance and security services required to support the EOC and its support activities. The Facilities Unit sets up the EOC, logistics base, camps, and mobilization centers, as well as trailers and/or other forms of shelter requested by the MEOCD. The logistics base and

camps are often established in areas having existing structures, which may be used in their entirety or only in part.

**Ground Support Unit.** The Ground Support Unit is responsible for:

- a. transportation, maintenance, and repair of equipment, vehicles, and mobile ground support equipment used by the EOC;
- b. recording usage time for all ground equipment (including contract equipment) assigned to the incident;
- c. supplying fuel for all mobile equipment;
- d. providing transportation in support of the MEOCD and Staff (except aircraft);
- e. developing and implementing the EOC Traffic Plan (if one is needed), and
- f. maintaining a transportation pool, which consists of vehicles (e.g., staff cars, buses, pickups) that are suitable for transporting EOC personnel.

**Air Operations Support Group.** The Air Operations Support Group maintains and repairs equipment and aircraft used by the MEOCD and Policy Group;

- a. records usage time for all aviation equipment (including contract equipment) assigned to the incident;
- b. supplies fuel for all mobile equipment; provides transportation by aircraft in support of the MEOCD and Policy Group, and
- c. supports, upon request, Incident Command structure air requests.

### **Finance/Administration Section**

The Finance/Administration Section is responsible for the financial management, monitoring, and tracking of all City costs relating to the incident and the functioning of the EOC while adhering to all applicable laws, acts, and regulations.

In addition to monitoring multiple sources of funds, the Section Chief must track and report to the MEOCD the financial “burn rate” as the incident progresses. This allows the MEOCD to forecast the need for additional funds before support to Incident Commanders is affected negatively. This is particularly important if significant operational assets are under contract from the private sector. The Section Chief also monitors cost expenditures to ensure that requirements of statutes, rules, and regulations that apply are met.

The EOC Finance/Administration Section Chief determines, given current and anticipated future requirements, the need for establishing specific subordinate units.

**Time Unit.** The Time Unit is primarily responsible for ensuring proper daily recording of personnel time, in accordance with the policies of the relevant agencies. The Time Unit also ensures that the EOC Logistics Section records or captures equipment usage time, through the Ground Support Unit for ground equipment and through the Air Operations Support Group for aircraft.

**Procurement Unit.** The Procurement Unit administers all financial matters pertaining to vendor contracts, for the EOC, and as requested, in support of the Incident



Commanders. This unit coordinates with various entities to identify sources for equipment, prepares and signs equipment rental agreements, and processes all administrative requirements associated with equipment rental and supply contracts. Although authorized credit card holders in the Supply Unit within the Logistics Section may make approved purchases with the card, all requirements resulting in a subsequent procurement must be coordinated through the FSC.

**Compensation and Claims Unit.** The Compensation and Claims Unit handles EOC injury compensation and claims (and upon request, claims referred from IC/UC). The specific activities are, of course, varied and may not always be accomplished by the same person. The individual handling injury compensation ensures that all forms required by workers' compensation programs and local agencies are completed. This individual also maintains files on injuries and illnesses associated with the incident, and ensures that all witness statements are obtained in writing. Since the Medical Unit may also perform certain of these tasks, close coordination between the Medical and Compensation and Claims Units is essential. The claims function handles investigations of all civil tort claims involving property associated with or involved in the EOC. The Compensation and Claims Unit maintains logs on the claims, obtains witness statements, and documents investigations and agency follow-up requirements.

**Cost Unit.** The Cost Unit provides cost analysis data for the EOC and Policy Group. This unit must ensure that equipment and personnel for which payment is required are properly identified, obtain and record all cost data, and analyze and prepare estimates of EOC expenditures and other funding information such as current allocations, commitments, and obligations. The Cost Unit also provides input on cost estimates for resource use to the EOC Planning Section. The Cost Unit must maintain accurate information on the actual costs of all assigned resources. Upon request of the Incident Commanders, the EOC Cost Unit may support the on-scene Incident Logistics Cost Units.

## CHAPTER 6

### MACS/EOC OPERATIONS SECTION

**MACS/EOC MISSION.** This Handbook adopts the standard ICS Command and General Staff structure so as to make maximum use of existing ICS training, knowledge, skills and abilities. This decision is made with the understanding that, because ICS was developed for and is most often deployed at the Command level, some confusion may arise when deployed at the Coordination level. This confusion is resolved by a clear understanding of the mission of the MACS/EOC and that of on-scene IC/UC.

The MACS/EOC mission is “coordination,” to:

to support Minneapolis incident response by providing interagency and inter-governmental coordination and executive decision-making..

In contrast, the incident commander’s job is “command,” to:

direct, order and/or control resources by virtue of explicit statutory, regulatory or delegated authority.

The MACS/EOC does not command. MACS/EOC is one step removed from the action, but that is what gives it value: its view is broader, its involvement less immediate.

Based on the MACS/EOC’s mission, the “Operations” section’s job is to coordinate and support. Therefore, the Planning, Logistics and Finance Sections at the EOC exist to serve and support Operations’ coordination and support mission, not to duplicate planning, logistics and finance functions in the field. EOC Planning develops the Incident CPLAN, EOC logistics serves the EOC as does EOC Finance. This is similar to the situation, in an Incident Management Team, where the Medical Unit under Logistics serves the responders, not the community.

In addition to on-scene IC/UC, the EOC has another “customer”. To the extent the MACS/EOC supports “executive decision-making in support of the incident response,” it also must serve the needs of the jurisdiction’s policy makers, whether an Agency Administrator or a Policy Group. Part of the EOC’s coordination function is to provide a link between the on-scene IC and the policy makers who must consider the political, financial and policy implications of the response.

Within its broad mission, the EOC Director will establish coordination objectives through the process of developing and implementing an Incident CPLAN. That Plan will determine what, specifically, the EOC will be doing during the relevant operational period to coordinate with and to support Incident Command. These objectives will then determine the resources which Operations will need to meet those objectives.

The coordination function of the EOC requires a significant shift in focus for those trained in the incident command system at the command level. It is essential for staff in the EOC to keep their mission and their role in mind at all times, to avoid “going operational” and duplicating or second-guessing the tactical decisions made at the IC/UC level. MACS/EOC staff must bear in mind that EOC operations may include responding to policy, planning, public information, logistical or financial needs of the Incident Commander or Policy Group that cannot be met by the on-scene ICS organization.

**ORGANIZATION.** The Operations Section is organized by Branch. Each Branch represents a department which has expertise, resources, information, analytics or services which may be needed to support the on-scene IC/UC organization. In addition, each Branch keeps department management apprised of departmental resources committed to the response and the likely impact on essential services that need to be maintained outside of the response. Each Branch provides information from its departmental forces in the field to the EOC Situation Unit so the EOC can maintain a complete picture of the incident and its impact on the jurisdiction, the region and beyond. Branch personnel will work across Branch (departmental) boundaries to accomplish the necessary coordination to meet IC/UC support needs.

The Section may also add Groups in order to manage specific functions such as wide area operations or activities in the field that need continuing support once on-scene IC/UC has demobilized. Standard ICS positions may be established to manage span of control as needed.

**OBJECTIVES.** The MACS and therefore the EOC may provide the following general services to the on-scene incident commander (see Chapter 7 for additional potential objectives):

- a. support incident management policies and priorities;
- b. facilitate logistics support and resource tracking;
- c. inform resource allocation decisions using incident management priorities;
- d. coordinate incident related information, and
- e. coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

These are the generic objectives of any EOC and are the EOC Director’s starting point for setting the initial coordination objectives. The objectives will be refined or modified by the EOC Director as dictated by incident needs. These coordination objectives will drive the development of the Incident CPLAN through the EOC “Planning P” process.

In the plan, each Objectives will scoped, tasked and eventually documented in the Incident CPLAN (ICS Form 204). The following are guidelines which may be considered in the development of coordination actions for a particular incident.

### **Objective -- Support of Incident Management Policies and Priorities**

This is the basic “problem solving” function of the EOC. In the event that the on-scene IC/UC is not able to deal with a problem, it can be referred to the EOC for resolution. Such referrals may come from any of the on-scene Command and General Staff and should be routed to the EOC Operations Section Chief. The EOC OSC will log the issue and assign it the appropriate Branch for action. Policy and strategic issues may be referred to the Policy Group for action.

The EOC may also:

- a. facilitate operations and provide continuity across multiple operational periods;
- b. support strategic planning beyond the next operational period.
- c. provide legal, contracting and contract management, financial, human resources support.
- d. coordinate activities designated by IC/UC such as evacuation, sheltering, mass feeding, water and utility restoration.

### **Objective -- Facilitate Logistics Support and Resource Tracking**

A basic function of the EOC is to respond to requests for resources from IC/UC that are not available through normal dispatch avenues. Requests for resources from Incident Command should flow from on-scene Logistics to the EOC OSC for assignment and action within the Operations Section. EOC OPS will track resources located and assigned to IC/UC. EOC OPS may also work with the Policy Group to interface with other jurisdictions (e.g., cities, counties, state, Federal government) to locate and obtain resources.

Responsibilities of UC/IC:

- a. Identify needs based on size-up and established incident objectives and tactics;
- b. Order resources from dispatch or MACS/EOC depending on circumstances;
- c. Check in resources;
- d. Assign resources;

- e. Track resources (and keep MACS/EOC reasonably informed as to use); and
- f. Demobilize resources;

#### Responsibilities of MACS/EOC Operations Section:

- a. After transfer of resource management function from Dispatch, receive requests from IC/UC;
- b. Prioritize requests;
- c. Locate/order/stage resources for assignment (e.g., internal, mutual aid, State EOC, etc.);
- d. Assign resources according to priorities;
- e. Track resource assignment to incident (IC/UC tracks resource use on-scene);
- f. Pay for resources (coordinate with on-scene Finance/Admin if activated).

Transition of Ordering Process from Dispatch to EOC. The resource management and ordering process for all incidents begins with Dispatch. Dispatch may request MACS/EOC activation when its workload reaches a point where it cannot process incident requests because of call volume, incident complexity or the need for expanded support to locate and acquire resources which are not within Dispatch's scope of standard operations.

The EOC tracks resources from the time of request by IC/UC to the time of assignment to the incident through on-scene Logistics. The responsibility for tracking on-scene resources assigned by the MACS/EOC rests with on-scene IC/UC, Logistics and Planning Resources Unit, if activated. On-scene IC/UC must keep the MACS/EOC informed as to how resources are used at a level that allows the EOC to maintain an overall picture of resources committed to the incident and related costs.

**Note: MACS/EOC Logistics is not involved in resource management for the incident.** EOC Logistics serves the needs of the MACS/EOC system, including the Policy Group. As discussed above, supporting on-scene resource needs is a primary mission of the EOC and is therefore a function of EOC Operations.

#### **Objective -- Inform Resource Allocation Decisions**

Resource allocation decisions include:

- a. Allocation of resources among competing incidents;

- b. Allocation of resources to the incident weighed against the jurisdiction's ability to continue to serve its day-to-day mission for all stakeholders;
- c. Assessment of strategic cost implications of resources requested by IC/UC and decisions to incur or not incur such costs; and
- d. Assessment of whether the request (or subsequent requests) does or may exceed the capacity of the jurisdiction to meet the request and whether the request should be referred to higher levels of government for action.

The OSC will identify such decisions and work with the EOC Director and/or the Policy Group to make the necessary decisions and keep IC/UC informed.

### **Objective -- Coordinate Incident Related Information**

This may include public information as well as maintaining a common operating picture. The Operations Section provides operational information to the EOC Public Information Officer and the EOC Situation Unit Leader so they can perform their functions at the Coordination level. The Situation Unit maintains overall situational awareness and a common operating picture for the incident, but also the City as a whole and beyond as may be needed.

### **Objective -- Coordinate Policy, Priority and Strategy Issues**

Policy, incident priority and strategy issues flow from the IC/UC to the EOC Operations Section Chief and if needed, through the EOC Director to the Policy Group for resolution.

## **CHAPTER 7**

### **KEY DECISIONS -- COORDINATION OBJECTIVES**

This chapter can be used by the MACS or EOC Director to help facilitate his or her responsibilities. The information/examples provided can be used as is or modified in response to specific incident types.

The MACS or EOC Director must analyze the overall requirements of the incident and determine the most appropriate direction for the MACS/EOC to follow during the response. This is accomplished by making key decisions, setting priorities, developing response objectives and assigning work (tasks) to primary staff within the Coordination Staff.

The MACS/EOC's mission is to "support Minneapolis incident response by providing interagency and inter-governmental coordination and executive decision-making." Based on this mission, a MACS organization -- and therefore an EOC -- has the following general responsibilities:

- a. operate a safe, secure EOC facility as needed.
- b. support incident management policies and priorities;
- c. facilitate logistics support and resource tracking;
- d. inform resource allocation decisions using incident management priorities;
- e. coordinate incident related information, and
- f. coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

These general responsibilities form the core coordination objectives of an EOC, although the EOC Director may amend or augment this list based on incident needs. See Chapter 3 with respect to development of the Incident CPLAN. Further objectives may include:

- Coordinate an interagency response effort that reflects the makeup of Unified Command.
- Maintain a common operating picture, providing analysis and maintaining ready access to relevant information.
- Support long-term strategic planning beyond the development of the next Incident Action Plan.

- Providing access to legal, contracting and contract management support and financial support including cost accounting.
- i.* Coordinating activities as designated by IC/UC such as evacuation, sheltering, mass feeding, water and utility restoration.
- Establish an appropriate EOC organization that can effectively meet the initial and long-term challenges required to support the incident response.
- Identify all appropriate agency/organization mandates, practices, and protocols for inclusion in the overall response effort.
- Identify and minimize social, political and economic adverse effects.
- Implement a coordinated response with all responding agencies including State and other local EOC(s).
- Evaluate all planned actions to determine potential impacts on social, political and economic entities.
- Identify competing response activities to ensure that they are closely coordinated.
- Identify and establish incident support facilities to support interagency response efforts.
- Keep the public, stakeholders and the media informed of response and recovery activities.
- Confirm that appropriate financial accounting practices are established and adhered to.
- Confirm that internal/external resource ordering procedures are established and adhered to.
- Establish an incident documentation system.
- Facilitate communications with stakeholders and agency/organizations.

## **EOC Organization**

In addition to setting coordination objectives, the EOC Director must make decisions and establish plans relating to the EOC organization and facility. These decisions may include:

- Organizations that will be represented in the EOC.



- Support facilities and locations.
- Coordination period and hours of operation.
- Issuing delegation of authority to staff.
- Critical information reporting process.
- Staffing of primary positions (Section Chiefs, EOC Coordination Staff, etc.).
- Incident Coordination Priorities.

### **Task Assignments**

EOC personnel expect to be assigned specific tasks based on the unique characteristics of an incident. Tasks identified in someone's ICS position description and/or related job aid may be assumed assigned. The Operations Section Chief normally receives tasks (work assignments) from command in the form of incident objectives.

### **Example of Common Tasks (work assignments):**

#### **Safety Coordinator:**

- Develop a site safety plan, including support facilities and monitor for compliance.
- Report any serious incidents, accidents, or injuries immediately to command.
- Work closely with Logistics to ensure that appropriate communications are in place to support the response effort.

#### **Public Information Officer:**

- Develop a media strategy, locate and establish a JIC. Review strategy with the EOC Director prior to implementation.
- Provide talking points to Senior Officials for press briefings, VIP visits and town hall meetings.
- Keep the MEOCD and Policy Group Coordinator informed of any potential adverse political, social, and economic impacts.

#### **Liaison Officer:**

- Develop a plan to ensure communication and coordination with appropriate stakeholders.

- Keep the MEOCD and Policy Group Coordinator informed of any stakeholder adverse feelings/relationships.

#### Intelligence Officer:

- Identify critical intelligence needs and develop intelligence flow plan and brief the EOC Director.
- Ensure that all requests for information (RFIs) are sent.
- Be central point of coordination for all interagency intelligence organizations: Field Intelligence Support Teams, Joint Terrorism Task Forces, Intelligence Fusion Centers, etc.
- Screen intelligence information for OPSEC/Security Sensitive Information (SSI) classification.

#### Planning:

- Ensure that all off-site information reporting is approved by the PIO and MEOCD prior to release.
- Develop a contingency plan for sustaining longterm EOC staffing.
- Brief EOC personnel on document control system, including handling and storing secure documents.
- Manage all documents that need review or approval by the EOC Director.

#### Finance/Admin:

- Provide the EOC Director with a summary daily cost estimate.
- Establish a claims system and brief the EOC Director on the process.
- Advise the EOC Director of unusual high-cost specialized equipment use.

#### Logistics:

- Research and understand the internal/external resource ordering process, brief the EOC staff and monitor for compliance.
- Ensure that appropriate security is established at each incident support facility.
- Develop a plan to establish secure communication for both internal and external use and brief EOC staff.

## CHAPTER 8

### COMMAND AND COORDINATION INTERFACE

The MACS/EOC Coordination Cycle incorporates the principal functions of information sharing, resource and operational support, and strategic guidance. The coordination process defines a sequential pattern of meetings, information exchange, planning, logistics, and finance/administration activities generating a Coordination Plan (CPLAN) consistent with the NIMS (see tab 8 to appendix A of the NIMS). In order to effectively support IC/UC, the Coordination Cycle must be coordinated with and linked to the on-scene Incident Action Planning Cycle.

#### **Coordination and Planning**

In an incident requiring multi-agency coordination, planning takes place at the command level and at the coordination level. At the command level, the IC/UC and his or her command and general staff develop an incident action plan (IAP). The IAP is a verbal or written plan which contains the general objectives reflecting the overall strategy for incident management. The IAP identifies the resources to be used and the tasks to be completed in the applicable operational period. The process for developing, staffing and implementing an IAP is outlined in the *Incident Management Handbook* and the *Incident Action Planning Guide*.

At the coordination level, the MACS/EOC Director and his or her coordination and general staff develop a verbal or written Incident CPLAN. The Coordination Plan (CPLAN) outlines the overall coordination strategy, objectives, resources, assignments, organization and operational tempo for MACS/EOC activities. Depending on the incident's complexity and scope, coordination and general staff may need to develop functional plans for supporting the CPLAN. As part of managing the Command/MACS interface, the IAP and CPLAN processes must be coordinated in content and tempo.

The MACS planning process follows the same general format as the Operational Planning P with the exception that the overall focus for the MACS is on coordination, not command.

#### **MACS/IC-UC Interface**

The Coordination Period is the period of time scheduled for the execution of a given set of coordination actions as specified by the CPLAN. The coordination period should be synchronized with the field operational period, but need not follow exactly the same timing. Allowances should be made for when and how the IAP for the next operational period is introduced into the coordination period so as to allow MACS/EOC staff to begin work on resource, policy and other requests needed to support IC/UC as identified in the IAP.

How the MACS Coordination Period relates to the IAP Operational Period will vary from incident to incident. The MACS/EOC staff should consider delaying the start of the EOC Coordination Period such that resource requests identified in the IAP process are

briefed during the EOC Objectives Meeting. This will put the EOC slightly “out of phase” with the on-scene Incident Command but may better support on-scene logistical needs.

The CPLAN must be in place to support the IAP when it is implemented in the field. This means that the CPLAN must be completed before the on-scene Operations Period Briefing. Therefore, the following interface between the on-scene planning tempo and the MACS/EOC tempo may be considered:

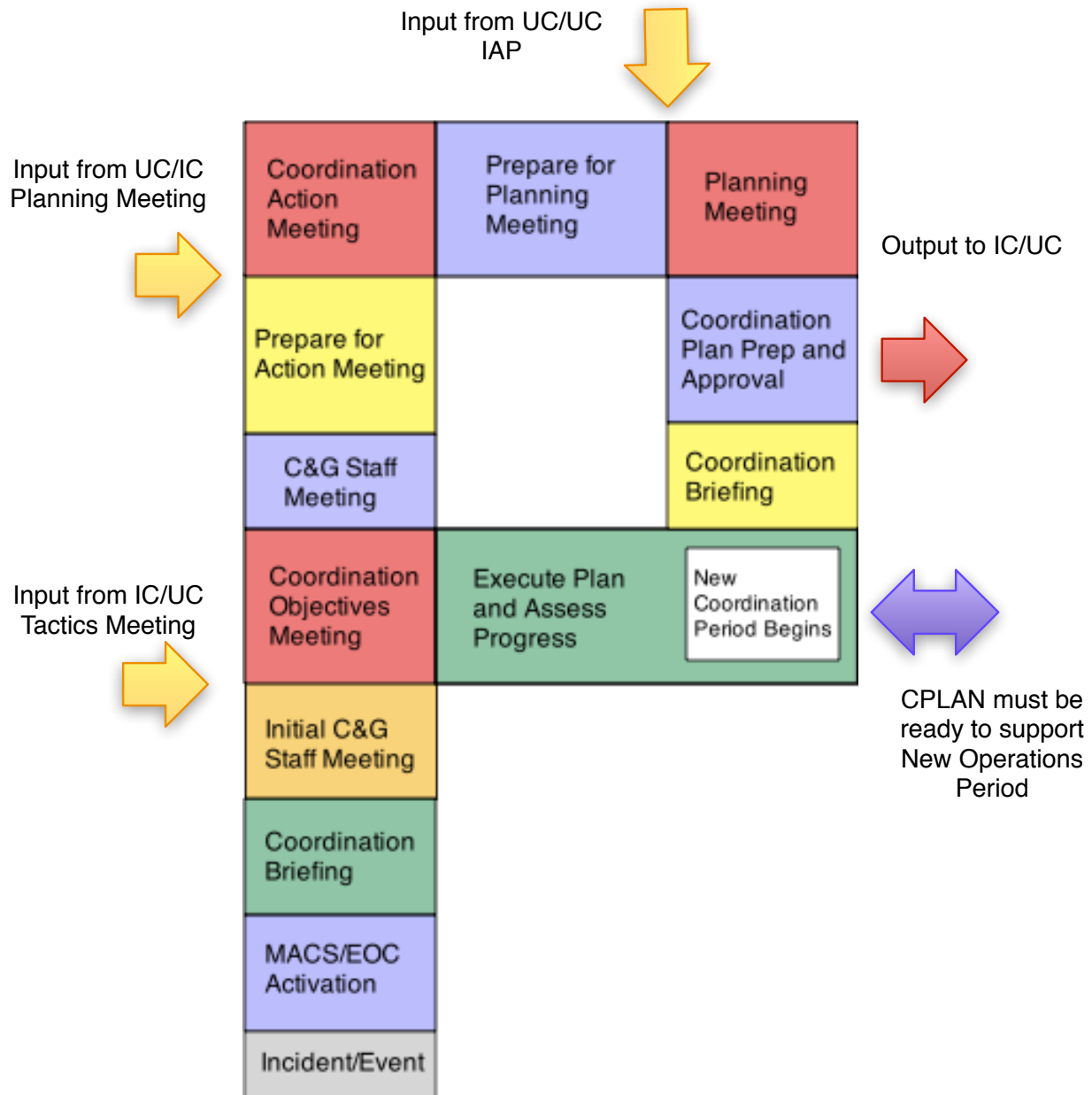
On Scene -----	Interface -----	MACS/EOC -----
Tactics Meeting	Input to	Objectives Meeting
Planning Meeting	Input to	Action Meeting
IAP	Input to	Planning Meeting
Operational Briefing	Coord with	Coordination Briefing
Shift Change	Coord with	Shift Change
Tactical Operations	Reciprocal	Coordination and Support

(See next page for a graphical representation of these interface points along the Planning P).

In this example, the bulk of the Coordination Planning process must take place after the IC/UC Tactics meeting and the IC/UC Planning meeting. Coordination planning must conclude in time for the simultaneous briefing and shift change. A different schedule must be developed if the timing between these meetings is insufficient to allow for complete Coordination planning.

Finally, coordination and support missions tend to be more strategic than tactical, with “operationalizing” (putting into operational orders then tactical execution) and fruition occurring on a much longer timeframe than the on scene tactical operation. For this reason, the EOC Director may find himself or herself synchronizing closely to the on-scene Incident Command operational period early in the incident response, and shifting as the incident progresses to longer (more strategic) Coordination Periods.

## IC/UC Interface with Coordination Planning Cycle



## CHAPTER 9

### POLICY GROUP

The Policy Group is responsible for executive decision-making and focuses on the overall strategy for the response (beyond the strategy developed by the Incident Commander at the scene), the overall response priorities, and policy setting. The Policy Group meets to develop emergency policies as needed and then, as required by the disaster situation, discuss the economic, political, legal, and social implications of both the threat and the response to determine the best general approach to the overall situation.

This is a separate and distinct function from the MACS/EOC organization, which coordinates and the IC/UC, which directs tactical resources in the field.

#### **Policy Group Roles and Responsibilities.**

The Policy Group:

- a. Supports the Chief Elected Official in the exercise of his/her emergency responsibilities;
- b. Maintains awareness of overall departmental priorities and the impact the incident, response or recovery has on departmental operations;
- c. Resolves interdepartmental conflicts related to the incident (authority, jurisdiction, resources, etc.);
- d. Assures that authority is delegated to IC/UC, whether City forces are in command or as part of a requested Incident Management Team, to accomplish City response and recovery objectives;
- e. Validates objectives, sets cost and expenditure parameters and ensures that the overall response is progressing;
- f. Makes agreements or commits resources or funding as may be requested by the MACS/EOC Director and/or IC/UC;
- g. Through the City Coordinator, provides policy-level guidance, direction and decisions related to issues raised by the MACS/EOC Director and/or IC/UC;
- h. Conducts a periodic review of incident status via ICS-209, MACS/EOC Situation Report or other status tool;
- i. Maintains communication within departments with respect to incident status and progress;

- j. Assesses political, community and major stakeholder interests and issues for the MACS/EOC Director and/or IC/UC; and
- k. With the PIO and the Joint Information System, coordinates and supports city-wide communications and messaging related to the incident.

### **Chief Elected Official**

The duties and responsibilities of the Chief Elected Official are determined by applicable ordinances, statutes and the emergency operations plans. Chief Elected Official responsibilities may include:

- a. Declaration, continuing or terminating a local emergency
- b. Promulgation of emergency regulations; and
- c. Call of volunteers.

### **Facilitation and Meetings**

The Policy Group is chaired by the Chief Elected Official and facilitated by the Policy Group Coordinator. The Policy Group consists of the Mayor, the Council President, other Council Members as dictated by incident needs, Charter Department Heads, Assistant City Coordinators, the Director of the Minneapolis Emergency Communication Center and the Director of Minneapolis 311.

It is not anticipated that the Policy Group would meet continuously. Normal operations must be continued to the maximum extent possible consistent with achieving incident objectives. The Policy Group will meet in person or via telephone conference or video conference on a schedule to be set by the Policy Group. The Policy Group may meet by telephone conference or at the alternate Emergency Operations Center located in City Hall, at the discretion of the Mayor or City Coordinator.

Elected Official participation must take into account Open Meeting Law issues related to quorum, notice and other legal requirements.

### **Policy Group Interface**

The Policy Group is staffed, through the City Coordinator, by the MACS/EOC Director. IC/UC interfaces with the Policy Group through the MACS/EOC Director.

## CHAPTER 10

### PLANS REPORTS AND RECORDS

#### **Types of Documentation**

Each EOC Section receives and develops information that becomes a part of the disaster response documentation package.

**Single Resources:** A Unit Log (ICS 215) should be used by all EOC personnel to document important activities that occur during their assignment, such as work progress, meetings attended, people and organizations contacted, and personal movements.

**Management:** Delegation of authority, disaster relief objectives, press releases, safety plans, liaison plans.

**Plans:** Situation reports, disaster chronology (developed from individual logs and information gathered by plans), maps, assessments, daily plans, personnel tracking, grant status (submitted, approved, funded, or being implemented).

**Logistics:** Equipment and commodities tracking, accountability documents, equipment use information.

**Operations:** Work assignments, work accomplishments, assessments, maps.

**Finance/Administration:** Fiscal accounting, rental and procurement agreements, receipts, personnel records.

#### **Situation Report (SITREP)**

On a daily basis, the EOC Situation Unit produces a number of products, including the Situation Report (SITREP). Situation Reports capture the status of incident response and coordination activities. They can be used in any type of reporting format and usually list pertinent information covering specific periods of time. The Initial Situation Report serves as information/intelligence in-brief to EOC Staff upon activation, as well as initial written communication to the Policy Group. Updates and subsequent Situation Reports are provided to the Policy Group on a predetermined basis.

#### **Situation Report -- Use of ICS 209**

The ICS 209 is used for reporting information on significant incidents and need not be used for smaller, shorter or less complex incidents. The ICS 209 contains basic information elements needed to support decision-making at all levels above the incident to support the incident. Decision-makers may include the agency having jurisdiction, but also all multi-agency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident,



decision-makers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

### **Alternate -- Initial Situation Report Format**

- 1. SITREP Number**
- 2. Date/Time**
- 3. Incident Type** (CBRNE, Mass Migration, Natural Disaster, etc.)
- 4. Location**
- 5. Time of Incident**
- 6. Weather Conditions**
- 7. Threat/Causal factors**
- 8. Initial On-Scene Status/Capabilities Assessment**
  - Casualties (# of dead; # of hospitalized)
  - Property Damage
  - Infrastructure Affected
  - Terrorism Nexus
  - General Population Status
  - Weather Effects
  - Extent of Contamination
  - On-Scene/En Route Capabilities
  - Requests for Additional Support
  - Possible Cascading Effects
  - WMD Effects
  - Indications of Follow-On Incidents
- 9. Initial Response** (on-scene assets, emergency operations centers activated, local/regional response/recovery capability, etc.)
  - Local

- State
- Federal
- 10. COOP/COG Actions Anticipated**
- 12. Regional, State or National Impact**
- 13. EOC Initial Actions/Intentions**
- 14. Additional Comments/Considerations**

### **Alternate -- Extended Situation Report**

An extended Situation Report may include the following elements, as determined by incident needs.

Incident Name

Coordination Period

Incident Type

Location

Date and Time of Incident

Jurisdictions Impacted

EOC Activated (date/time)

Safety Issues

Weather and Environmental Factors

Incident Site Weather Conditions

Current

Next 24-48 Hours

Next 72 Hours

Significant Weather Impact on Operations:

Other Environmental Factors and Impacts:

Current Situation

Projection of Incident Status

Incident Command Objectives, Organization and Status

Incident Coordination Objectives, Organization and Status

Casualties (Fatalities, Hospitalized, Injured, Sheltered)

Property and Environmental Damage (Destroyed, Major Damage, Minor Damage)

Power Outages

Other Environmental Hazards/Damage/Issues

Socio-Economic Impact (Homes, businesses, etc)

Historical/Demographic Information

Initial Needs and Damage Assessment

Personnel Deployed

Assets Deployed

Facilities

Policy Decisions, Declarations, Requests for Assistance

Law Enforcement and Security Issues

Critical Infrastructure Issues/Operational Activities

Banking and Finance

Chemical Industry and Hazardous Materials

- Defense Industrial base
- Emergency Services
- Energy
- Food and Agriculture
- Government
- Health and Medical
- Postal and Shipping
- Information and Telecommunications
- Real Estate
- Transportation
  - Aviation
  - Maritime
  - Road
  - Rail
  - Public Transportation
- Water and Domestic Waste
- Tourism and Entertainment
- Other Sectors
- Cross-Sector Impacts
- Reports/Activation by ESF
  - ESF #1 – Transportation
  - ESF #2 – Communications
  - ESF #3 – Public Works and Engineering
  - ESF #4 – Firefighting
  - ESF #5 – Emergency Management
  - ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services
  - ESF #7 – Logistics Management and Resource Support
  - ESF #8 – Public Health and Medical Services
  - ESF #9 – Search and Rescue
  - ESF #10 – Oil and Hazardous Materials Response
  - ESF #11 – Agriculture and Natural Resources
  - ESF #12 – Energy
  - ESF #13 – Public Safety and Security
  - ESF #14 – Long-Term Community Recovery
  - ESF #15 – External Affairs
- Reports/Activation by Department
- Coordination Issues/Status
- Resource Issues
- Liaison Issues (Coordinating and Cooperating Agencies)
- Reports/issues by Command/General Staff

## CHAPTER 11

### MACS ORGANIZATION GUIDE

The MACS is modular and scaleable based on the incident complexity and the need for incident coordination as expressed in MACS activation levels. See Chapter 1.

At activation Level 2, the MACS Advance Team is intended to be managed by conference call and common operating picture services (e.g., Knowledge Center, DLAN, WebEOC, etc.) if deployed and available. Face-to-face meetings may be arranged at the direction of the EOC Director and/or Policy Group Coordinator.

Activation Level 1 is the recommended “first call” MACS activation staffing at an EOC facility. Additional staff may be requested as needed.

Job titles not defined in this Handbook can be found in the USCG *Incident Management Handbook*.

#### MACS Advance Team Summary (At Activation Level 2)

MACS/EOC Director  
Policy Group Coordinator  
Public Information Officer  
Liaison Officer  
Operations Section Chief  
Planning Section Chief  
Finance Section Chief

**A/N = As Needed**

#### Policy Group

Position	Level 3	Level 2	Level 1
Policy Group Coordinator (Deputy as needed)	0	1	1
Policy Group (Elected Officials)	0	A/N	1
Fire Policy Group Representative	0	A/N	1
Police Policy Group Representative	0	A/N	1
Public Works Policy Group Representative	0	A/N	1
Health and Family Support Policy Group Representative	0	A/N	1
Regulatory Services Policy Group Representative	0	A/N	1

Position	Level 3	Level 2	Level 1
City Attorney Policy Group Representative	0	A/N	1
Finance Policy Group Representative	0	A/N	1
Communications Policy Group Representative	0	A/N	1
IT Policy Group Representatives	0	A/N	1
Other Policy Group Representatives (Department Heads/Assistant City Coordinators) as needed	0	A/N	A/N

### Agency Representatives (Reporting to LNO)

Position	Level 3	Level 2	Level 1
Minneapolis Park and Recreation Board	0	0	A/N
Minneapolis Public Schools	0	0	A/N
Hennepin County	0	0	A/N
American Red Cross	0	0	A/N
Others as needed	0	0	A/N

### Coordination Staff

Position	Level 3	Level 2	Level 1
MACS/EOC Director (MEOCD)	1	1	1
Deputy MEOCD	0	A/N	A/N
Chief of Staff	0	0	A/N
Cell Operations Officer	0	0	A/N
Administrative Assistant	0	0	1
Communications/Information Technology Support Officer	0	0	1
Common Operating Picture Technician	0	0	A/N
Public Information Officer	0	1	1
Liaison Officer	0	1	1
Agency Representatives	A/N	A/N	A/N

Position	Level 3	Level 2	Level 1
Legal Affairs Officer	0	0	1
EOC Security Officer	0	0	1
Safety Coordinator	0	0	1

## General Staff

Position	Level 3	Level 2	Level 1
Operations Section Chief	0	1	1
Fire Branch Director	0	A/N	1
Police Branch Director	0	A/N	1
Public Works Branch Director	0	A/N	1
Health and Family Support Branch Director	0	A/N	1
Regulatory Services Branch Director	0	A/N	1
Emergency Communications Branch Director	0	A/N	1
Planning Section Chief	0	1	1
Deputy Planning Section Chief	0	0	A/N
Resource Unit Leader	0	0	A/N
Assistant Resource Unit Leader	0	0	A/N
Status Recorders/Check-in Recorders	A/N	A/N	A/N
Technical Specialists	A/N	A/N	A/N
Situation Unit Leader	0	0	1
Assistant Situation Unit Leader	0	A/N	A/N
Resources Unit Leader	0	0	1
Assistant Resources Unit Leader		A/N	A/N
Display/Report Processor	0	A/N	A/N
SITREP Processor	0	A/N	1
Field Observer	A/N	A/N	A/N
Documentation Unit Leader	0	0	1

Position	Level 3	Level 2	Level 1
Demobilization Unit Leader	0	0	1
Demobilization Recorder (from Resources)	0	0	A/N
Logistics Section Chief	0	0	1
Deputy Logistics Section Chief	0	0	A/N
Service Branch Director	0	0	A/N
Communications Unit Leader	0	0	1
Medical Unit Leader	0	0	A/N
Food Unit Leader	0	0	A/N
Support Branch Director	0	0	A/N
Supply Unit Leader	0	0	A/N
Facilities Unit Leader	0	0	1
Ground Support Unit Leader	0	0	A/N
Air Operations Support Group	0	0	A/N
Finance/Administration Section Chief	0	1	1
Deputy Finance/Administration Section Chief	0	0	A/N
Time Unit Leader	0	0	A/N
Time Recorder, Personnel	0	0	A/N
Time Recorder, Equipment	0	0	A/N
Procurement Unit Leader	0	0	A/N
Compensation/Claims Unit Leader	0	0	A/N
Compensation Specialist	0	0	A/N
Claims Specialist	0	0	A/N
Cost Unit Leader	0	0	A/N
Cost Analyst	0	0	A/N

**CHAPTER 12**  
**ALTERNATIVE MACS/EOC STRUCTURES**

[Reserved]



## CHAPTER 13

### INCIDENT TYPES

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

<b>Type 5</b>	<ul style="list-style-type: none"><li>• The incident can be handled with one or two single resources with up to six personnel.</li><li>• Command and General Staff positions (other than the Incident Commander) are not activated.</li><li>• No written Incident Action Plan (IAP) is required.</li><li>• The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li><li>• Examples include a vehicle fire, an injured person, or a police traffic stop.</li></ul>
<b>Type 4</b>	<ul style="list-style-type: none"><li>• Command staff and general staff functions are activated only if needed.</li><li>• Several resources are required to mitigate the incident.</li><li>• The incident is usually limited to one operational period in the control phase.</li><li>• The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li><li>• No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.</li><li>• The role of the agency administrator includes operational plans including objectives and priorities.</li></ul>
<b>Type 3</b>	<ul style="list-style-type: none"><li>• When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li><li>• Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li><li>• A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.</li><li>• The incident may extend into multiple operational periods.</li><li>• A written IAP may be required for each operational period.</li></ul>
<b>Type 2</b>	<ul style="list-style-type: none"><li>• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li><li>• Most or all of the Command and General Staff positions are filled.</li><li>• A written IAP is required for each operational period.</li><li>• Many of the functional units are needed and staffed.</li><li>• Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).</li><li>• The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li></ul>

<b>Type 1</b>	<ul style="list-style-type: none"> <li>• This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>• All Command and General Staff positions are activated.</li> <li>• Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li> <li>• Branches need to be established.</li> <li>• The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</li> <li>• Use of resource advisors at the incident base is recommended.</li> <li>• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>
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## CHAPTER 14

### ICS FORMS LIST/SUPPLEMENTAL FORMS

The MACS/EOC may use standard ICS forms to the extent that they do not create confusion between command activities managed by IC/UC and coordination activities managed by the MEOCD. When completed, all forms should be clearly marked as “coordination” documents (e.g., Incident Coordination Objectives, ICS 202). Approved forms are the 2010 FEMA ICS forms, with instructions and USCG Forms identified as - CG suffix. Modified forms are acceptable as approved by the PSC.

Form	Title	Prepared by
ICS Form 201	Incident Briefing	Initial MEOCD
ICS Form 202	Incident Objectives	Planning Section Chief
ICS Form 203	Organization Assignment List	Resources Unit Leader
ICS Form 204	Assignment List	Resources Unit Leader and Operations Section Chief
ICS Form 205	Incident Radio Communications Plan	Communications Unit Leader
ICS Form 205A	Communications List	Communications Unit Leader
ICS Form 206	Medical Plan	Medical Unit Leader
ICS Form 207	Incident Organization Chart	Resources Unit Leader
ICS Form 208	Safety Message/Plan	Safety Coordinator
ICS Form 209	Incident Status Summary	Situation Unit Leader, Administrative Assistant
ICS Form 210	Resource Status Change	Resources Unit Leader
ICS Form 211	Incident Check-In List	Resources Unit Leader/Check-In Recorder
ICS Form 213	General Message	Any message originator
ICS Form 214	Activity Log	All Sections, Units and Single Resources
ICS Form 215	Operational Planning Worksheet	Operations Section Chief
ICS Form 215A	Incident Action Plan Safety Analysis	Safety Coordinator
ICS Form 218	Support Vehicle/Equipment Inventory	Ground Support Unit Leader
ICS Form 219	Resource Status Card (T-Card)	Resources Unit Leader

Form	Title	Prepared by
ICS Form 220	Air Operations Summary	Air Operations Support Group Supervisor
ICS Form 221	Demobilization Check-Out	Demobilization Unit Leader
ICS Form 225	Incident Personnel Performance Rating	Supervisors
ICS-230-CG	Daily Meeting Schedule	Situation Unit Leader, Administrative Assistant
ICS-233-CG	Open Action Tracking	Situation Unit Leader, Administrative Assistant

<b>1. Incident Name</b>		<b>2. Operational Period</b> From            to		<b>DAILY MEETING SCHEDULE</b> <b>ICS 230-EOC</b>	
<b>Date Time</b>	<b>Meeting Name</b>	<b>Purpose</b>	<b>Attendees</b>	<b>Location</b>	
600	Coordination Briefing	Present CPLAN	EOC Coordination and General Staff		
630	Coordination Objectives Meeting	MEOCD sets coordination objectives for next coordination period	MEOCD, IC, Policy Group Coordinator		
700	Coordination and General Staff Meeting	Management direction and unity of effort	C&G staff only		
900	Action Meeting	Solicit input for CPLAN for next coordination period.	PSC, OSC, LSC, RESL, SITL, Safety, DOCL, COML		
1300	Planning Meeting	Overview of CPLAN for next Op period	MEOCD Coordination and General Staff, SITL, DOCL		
1600	Policy Group Briefing	Brief Policy Group on current progress and policy issues, if any	MEOCD, Policy Group Coordinator, Policy Group		
1800	Shift Change				
<b>1. Prepared by:</b> Signature:			<b>CPLAN Page</b>	<b>Date/Time</b>	

## CHAPTER 15 ABBREVIATIONS AND ACRONYMS

Abbreviation Acronym	Definition
ADM	Administrative Assistant
AREP	Agency Representative
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CITO	Communications/Information Technology Support Officer
COA	Course of Action
COG	Continuity of Government
COOP	Continuity of Operations
COPT	Common Operating Picture Technician
CPLAN	Incident Coordination Plan
DHS	Department of Homeland Security
DLAN	Disaster Local Area Network
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FSC	Finance/Admin Section Chief
IC/UC	Incident Command/Unified Command
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
IS	Independent Study (FEMA)
IT	Information Technology (Minneapolis)
JFO	Joint Field Office

Abbreviation Acronym	Definition
JIC	Joint Information Center
JIS	Joint Information System
LNO	Liaison Officer
LSC	Logistics Section Chief
MACS	Multi Agency Coordination System
MEOCD	MACS/EOC Director
NIMS	National Incident Management System
NRP	National Response Plan
OEM	Office of Emergency Management (Minneapolis)
OPS	Operations
OSC	Operations Section Chief
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSC	Planning Section Chief
RESL	Resource Unit Leader
SITL	Situation Unit Leader
SITREP	Situation Report
USCG	United States Coast Guard

## **Minneapolis Incident Coordination Handbook**

**City of Minneapolis  
Office of Emergency Management  
Barret W.S. Lane, J.D., Director**

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